

## NEWS SUMMARY

## GENERAL

Moslems storm U.S. embassy  
Secret reserves theory supported

Moslem students stormed the U.S. embassy in Tehran, seized an estimated 90 Americans and vowed to stay there until the deposed Shah was sent back from New York to face trial in Iran.

Iran's biggest political group, the Islamic Republican Party, backed the embassy occupation. In a state television broadcast, the IRP said: "The party defends this action and knows the U.S. to be an enemy of the Iranian nation."

A spokesman for the Ayatollah Khomeini said the occupation had the Ayatollah's personal support.

## O'Rourke held

IRA member Michael O'Rourke, who in 1976 blasted his way from a top security prison in Eire, faces a deportation hearing in the U.S. O'Rourke, wanted for questioning in two suspected IRA bomb slayings, is being held in the Salem County, New Jersey, jail on charges of violating U.S. immigration laws.

O'Rourke was listed as Ireland's public enemy number 1 in January 1977 after police linked him to the 1976 bomb assassination of British ambassador Christopher Ewart-Biggs.

## Mountbatten trial

One of Dublin's tightest security operations has been mounted for the trial of two men accused of murdering Lord Mountbatten. The case, at Dublin's anti-terrorist Special Criminal Court, is expected to last at least three weeks. The courthouse will be the centre of round-the-clock Irish army and police activity.

## Casino charges

Fourteen people have been charged after police raids on four of London's top casinos. Scotland Yard said the 14 mostly men would be charged with conspiracy to steal and/or Gaming Act offences. More than 450 police and Gaming Board officials were involved in the swoop on the West End clubs, all owned by Corals.

## Armed attack

Six people were reported killed and 21 injured when armed forces tried to take over the headquarters of Bolivian coup leader Colonel Alberto Natusch. It was unclear whether the Colonel had been ousted. Page 2

## Iraq's navy plan

Iraq, determined to assert itself as the dominant power in the oil-rich Gulf, plans to double the size of its navy. Iraqis have presented naval equipment shopping lists to suppliers in the Soviet Union, France, Britain and Spain. Page 2

## Five accused

Five men will be charged with murder and conspiracy to murder following the discovery of a handless corpse in Lancashire three weeks ago. The men will be accused of killing New Zealander Christopher Johnstone, 27, thought to be leader of an international drug smuggling ring.

## Briefly

Atomic power station reactor in Northern Japan stopped automatically after trouble in the condenser pump.

Bjorn Borg of Sweden beat Jimmy Connors of the U.S. 6-2, 6-2 to win the \$300,000 World Super Tennis Tournament in Tokyo.

At least 18 people were killed by shock waves from an under-sea earthquake in West Java.

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## Hunterston port settlement to rest with Government

BY NICK GARNETT, LABOUR STAFF

A proposed settlement of the inter-union ore terminal dispute at Hunterston, over which the British Steel Corporation is prepared to suspend production involving 9,000 people at Ravenscraig, one of its biggest steelworks, was yesterday put in the lap of the Government.

Because of the dispute, which has kept the \$100m terminal idle since its completion in May, ore supplies to Ravenscraig have become chaotic and the steelworks has been responsible for losses within the corporation's Scottish division of more than \$1m a week.

The implementation of a manning agreement—reached at the weekend between the Transport and General Workers Union and the Iron and Steel Trades Confederation—on the Government agreeing to start the process needed to make Hunterston a general port at which dock work is reserved for dock workers. Officials of the two unions, together with Mr. Len Murray, the TUC general secretary, are to ask Mr. James Prior, the Employment Secretary, possibly at a meeting this evening, to start discussions to make Hunterston a general port. Their submission is supported by the

corporation and by the Clyde Port Authority, which operates Hunterston.

However, a major question remains about the response of the Transport and General Workers Union dockers affected by the agreement reached after 13 hours of talks at the TUC. The agreed manning arrangements are little different from those accepted by the corporation and the Iron and Steel Trades Confederation which touched off the original dispute at the beginning of the year.

They are also similar to the agreement made by national union officials of the two unions several weeks ago, which were eventually rejected by the dockers.

Saturday's talks included lay members of the West of Scotland docks committee who unanimously accepted the proposed arrangements. Some union officials indicated that committee

members had been given powers to reach agreement on behalf of the dockers.

It may still be difficult to sell the arrangements to the dockers. Their original opposition, however, is likely to be softened if the Government decides to start procedures under the Dock Workers Regulation of Employment Act to eventually bring Hunterston into the Dock Labour Scheme.

The Government is not keen to extend the scheme, but has already told union officials that if they reached agreement on Hunterston it would agree without commitment to consider the request to make Hunterston a general port.

A letter sent by Mr. Murray to Mr. Prior after the talks says that once the Government has decided to begin the process to do that, "the agreed arrangement will be implemented."

Continued on Back Page

## Carrington under pressure to modify Rhodesia plan

BY MICHAEL HOLMAN

LORD CARRINGTON, the Foreign Secretary and chairman of the Lancaster House talks on Rhodesia, is coming under increasing pressure to renegotiate elements of Britain's plan for pre-independence arrangements.

When delegates to the talks, now in their ninth week, meet today, the Foreign Secretary is hoping the Patriotic Front guerrilla alliance will accept a proposal for a 2-3 month period of direct rule under a British governor. The Salisbury delegation, led by Bishop Abel Muzorewa, has already agreed in principle.

But in a BBC interview this weekend, President Julius Nyerere of Tanzania, the influential chairman of the five African front line states supporting the Patriotic Front guerrilla alliance, called for changes to security arrangements and the timetable and security arrangements.

But they did not reject the plan outright, and will have noted the President's apparent willingness to accept some of the major provisions in the plan were acceptable.

The plan envisages a two-month period of direct rule followed by a two-month period of indirect rule.

But the Foreign Secretary is anxious that the talks move on to discuss a ceasefire in the guerrilla war as soon as possible. Government Ministers have to decide by Thursday what to do in the House of Commons about renewal of the Rhodesian sanctions order. It runs out on November 15 and many Tory backbenchers would oppose its continuation.

• Rhodesian troops ended a two-day raid into neighbouring Zambia on Saturday, the third such attack since the Lancaster House talks began.

The first official reaction to the plan from Front co-leaders Mr. Joshua Nkomo and Mr. Robert Mugabe has been hostile.

At a Press conference on Saturday, both men repeated their objections to the time-table and security arrangements.

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## OVERSEAS NEWS

## UAE seeks higher price for oil exports

By James Buchan in Jeddah

THE CHAOS in the pricing structure of the Organisation of Petroleum Exporting Countries and the divisions within the organisation worsened yesterday in Jeddah when the United Arab Emirates indicated that it will seek to re-establish the price differential on its crude.

Dr. Mansi Said Otaiba, the UAE Oil Minister, also warned

that the UAE will no longer

feel itself bound by OPEC

decisions if the present float-

ing of them by producers

continues.

Dr. Otaiba said that the UAE

is seriously considering reduc-

ing its oil production next year,

as Kuwait and Libya have also

threatened. UAE production is

now 1.4m barrels a day, but the

loss of as little as 500,000 b/d

would seriously increase up-

ward pressure on prices.

The statement was made in

Jeddah to the official Saudi press

agency, and given the traditional

alignment between Saudi and

UAE oil policies, it is conceivable that he was speaking without Saudi knowledge.

Since July 1, the UAE's main

crude variety, Abu Dhabi

Burban has been sold at \$21.55

a barrel. Because of its low

sulphur content at 39 degrees

API, it is relatively easy to refine and thus more expensive

than heavier crude.

This differential became

meaningless last month when

Iran lifted its 34 degrees API

Iranian Light to \$33.50—which

was within the ceiling but

unrealistic in terms of the price

structure. Dr. Otaiba said: "The

price we charge for our oil—

i.e. \$31—has become obsolete."

The UAE's present oil produc-

tion is extremely high and

cannot possibly be sustained,"

Dr. Otaiba added. But he left

the final decision whether, and

by how much, to cut present pro-

duction until next month's

OPEC meeting in Caracas.

## Iraq 'plans to double size of navy'

BAGHDAD—Iraq is planning to double the size of its navy as part of an ambition to assert itself as the dominant power in the Gulf, according to European diplomatic sources here.

The Iraqis are believed to have presented shopping lists for naval equipment to suppliers which range from the Soviet Union to France, Britain, and Spain.

The equipment requests, the sources say, would roughly double the size of the navy, reflecting Iraq's desire to become the leader of the Gulf, a role which has been vacant since the Shah of Iran was ousted last February.

Iraq's shopping list includes frigates, missile-equipped fast attack craft, torpedo boats, tank landing craft, speed boats and a variety of electronic monitoring and guidance equipment, according to European sources with access to the Iraqi naval establishment.

The Iraqi leadership under Saddam Hussein, the tough, 42-year-old former underground fighter who became President in July, regard the strengthening of the 4,500-strong navy as a high-priority task.

"It is obvious that Iraq wants to be the leader of the Gulf,"

said a Western envoy. "It is equally obvious that the leaders here are deeply worried about Iran."

That concern deepened last September when the 23,000-strong Iranian navy staged a six-day exercise in the Gulf, the first since the overthrow of the Shah.

The exercise, which was denounced in Baghdad, lent urgency to Iraq's plans to build up its navy. "They are in a hurry," one diplomat said.

They have presented similar lists to a number of countries and are now comparing prices but speed of delivery will play a major role in their decision."

The Iranian naval manoeuvres jolted Arab states on the western shore of the Gulf into consultations on the security of their area which is vitally important to the West.

In what diplomatic observers here see as a major setback to Iraqi ambitions in the region, the six Gulf states meeting in



Herr Genscher... plea to Eastern Europe

## Israel seeks Cairo energy deal

By Roger Matthews in CAIRO

MR. EZER WEIZMAN, Israel's Defence Minister, will see President Anwar Sadat today in another effort to resolve the dispute over the price Israel will pay for Egyptian oil. Egypt has agreed to supply Israel with 2m tonnes each year under the terms of the peace treaty.

Israel is understood to be offering about \$23.50 (\$11.40) a barrel, while Egypt is demanding a figure much closer to the \$32.50 that it has received for some months on the Rotterdam spot market. In the past few weeks Egypt is believed to have

been getting up to \$40 a barrel for specific shipments, and this may well harden its negotiating stance with Israel.

The selection of Mr. Weizman, not a man noted for his knowledge of the oil industry, to negotiate with Mr. Sadat thus becomes even more important.

The Israelis are obviously counting on the personal rapport between Mr. Weizman and President Sadat to overcome the difficulties — a tactic that has not been lost on senior Egyptian officials.

They fear that Mr. Sadat may

be persuaded to sell the oil at a price that will reduce the major impact that crude sales have been having on the Egyptian balance of payments. Latest estimates show that Egypt may earn more than \$1.1bn from oil sales this year and that this will push the external account into overall balance in 1979. Egypt is officially forecasting earnings of about \$900m.

With Israel due to hand back the Alma oil field in the Gulf of Suez later this month an agreement on price is needed fairly quickly.

## Black union blow to S. African labour laws

By Quentin Peel in JOHANNESBURG

THE MAJORITY of independent black trade unions in South Africa decided at the weekend not to register under the new Labour dispensation unless they are allowed to remain non-racial in both membership and control.

If they are refused registration on that basis it will leave a big hole in the South African Government's attempt to bring black workers' organisations within the labour laws.

The decision by 17 unregistered black unions is the most representative black response so

far to the proposals of the Wiehan Commission which argued that black unions should be recognised within the law.

However, several other black unions—the so-called parallel unions organised under the umbrella of existing white trade unions—are expected to register.

The weekend meeting involved 14 unions belonging to the Federation of South African Trade Unions (Fosatu) and three other black unions based in the Cape Province. There are about 30 black unions currently operating in the country

outside the labour laws. The 17 unions decided on three preconditions for registration. Apart from insisting on their unions being allowed to remain "completely non-racial workers in the country, are not granted the automatic right to belong to trade unions.

The independent unions are also concerned that both Government and individual management — particularly of foreign multinationals — will actively encourage the more conservative parallel unions and thus try to eliminate the independent union movement.

HERR Hans-Dietrich Genscher, the West German Foreign Minister, yesterday stressed that Bonn was willing to hold arms control talks with the Warsaw Pact countries. Appealing to the East to stop issuing "threats," Herr Genscher said this would lead to a "deterioration of the negotiating climate" and cast doubt on the constructive aspects of the recent speech by Mr. Leonid Brezhnev, the Soviet leader.

His statement was a response to the flurry of criticism from the Soviet Union and East Germany over the past few days. On Saturday, Pravda, the Soviet Communist Party newspaper, accused Herr Genscher of misleading the West German public about the balance of medium range weapons in Europe and of ignoring Mr. Brezhnev's offer to withdraw troops and tanks from East Germany.

Earlier, Herr Erich Honecker, the East German leader, warned that an expected decision by NATO in December to produce and eventually deploy new medium range weapons in Europe would have "negative results" for East-West relations and for East and West German relations.

Herr Genscher said yesterday that the new weapons—Pershing 2 and Cruise missiles capable of reaching the Soviet Union—could not, for technical reasons, be deployed before the middle of 1983 at the earliest. This gave both NATO and the Pact several years to reach agreement controlling deployment of their respective weapons.

But it also meant that the Soviet Union had, until 1983 to increase the number of SS-20 missiles in the Western parts of the country and thus consolidate its superiority in the East-West balance of medium range weaponry. This, said Herr Genscher, was the real complicating factor in future negotiations.

There has been some concern in Bonn that the Brezhnev speech would discourage a few of the NATO allies—notably Holland—from agreeing to the production and stationing of new nuclear weapons in Europe. This could cause political problems for Bonn because it is determined not to be the only Continental non-nuclear power with Euro-strategic weapons on its soil.

## Italy willing to increase \$1bn credit to China

BY PAUL BETTS IN ROME

ITALY IS willing to increase the \$1bn eight-year credit line it granted to China last May to amplify economic and commercial co-operation between the two countries.

This appears to be the first major result of the four-day Italian visit of Hua Guofang, the Chinese chairman, who arrived here on Saturday on the last leg of his European tour.

After preliminary talks with Sr. Francesco Cossiga, the Italian Premier, and Italian economic ministers, it emerged that China is particularly interested in Italian co-operation for the modernisation of its agricultural sector.

In this respect, the visit is expected to consolidate already advanced negotiations between China and the Turin Fiat car group for an eventual deal estimated at some \$600m, whereby Fiat would supply tractors to China and modernise existing Chinese agricultural machinery plant.

Mr. Yu Quli, the Chinese Deputy Prime Minister, flew to Turin yesterday to visit Fiat plants and other factories specialising in agricultural machinery and machine tools. Italian officials yesterday emphasised that China was interested in co-operation in a number of other key industrial sectors and in Italian technology in the telecommunications field.

However, it is also understood that China is negotiating the eventual purchase of Italian light naval and air equipment for its armed forces. Chairman Hua renewed his attack against Soviet Union hegemony at a state banquet in his honour on Saturday night.

Without specifically mentioning the Soviet Union, he warned Italy of the growing military threat facing Western Europe. His remarks do not appear to

have unduly embarrassed the Italian authorities who are, in any event, expecting the Chinese Chairman to make a further political statement before he leaves Italy tomorrow.

There appears to be considerable interest here over the meeting between the Chairman and Sr. Enrico Berlinguer, the Italian Communist Party leader, at a dinner being held at the Chinese Embassy in Rome tonight.

Although Chairman Hua will not be having any formal talks with Sr. Berlinguer, his presence at tonight's function is regarded as further evidence of the improving relationship between China and the Italian Communist Party.

Until recently, relations have been lukewarm because of Chinese criticism of the Italian party links with Moscow. Chairman Hua spent yesterday visiting Venice—the city of Marco Polo, the celebrated traveller whom the Chinese Chairman has not failed to refer to as an example of a deep-rooted association between China and Italy.

Chairman Hua said on his arrival that he was at last repaying Marco Polo's visit to China in the 13th century. Italians have not failed to point out however that while it took Marco Polo (who, incidentally, brought spaghetti back with him) three years to reach China, it has taken some 700 years for a Chinese Head of State to come to Italy.

Huang Hua, the Chinese Foreign Minister, yesterday paid a courtesy call to the tiny independent republic of San Marino, one of the smallest countries in the world and one of the first to recognise the Republic of China.

## Resistance grows to Bolivian army coup

LA PAZ — Two Bolivian Air Force fighter jets strafed La Paz last night, flying over San Francisco Plaza where students and workers opposed to the four-day-old military regime were gathering.

The plaza was surrounded by about 20 tanks and armoured cars, and cannon fire from one of the armoured units was heard.

The plaza is five blocks from the Presidential Palace, headquarters of Colonel Alberto Natusch, who declared himself President after leading a coup against Bolivia's civilian Government last Thursday.

Students and workers building barricades on Saturday night were dispersed by soldiers who fired at civilians for about five hours. The Bolivian Red Cross and the central hospital said at least 20 persons were killed and 40 wounded.

Early yesterday Col. Natusch declared martial law, a curfew and press censorship throughout Bolivia as speculation mounted that dissident military units were planning a counter-coup against him.

Heavy shooting broke out around the Presidential Palace, and at least three people were killed and eight injured as elements of the armed forces tried to seize the Palace.

In a television address, Col. Natusch said he imposed the rigid regime because "anti-democratic and anti-social sectors" were trying to "change our way of life for a totalitarian and anti-national version."

Police in the eastern city of Cochabamba were reported to have declared themselves in rebellion against the Natusch Government yesterday. The National Labor Confederation called a general strike on Thursday in protest at what its leader called the "fascist" military takeover.

Sr. Walter Guevara, the civilian President deposed in the coup, was still in hiding with his entire Cabinet.

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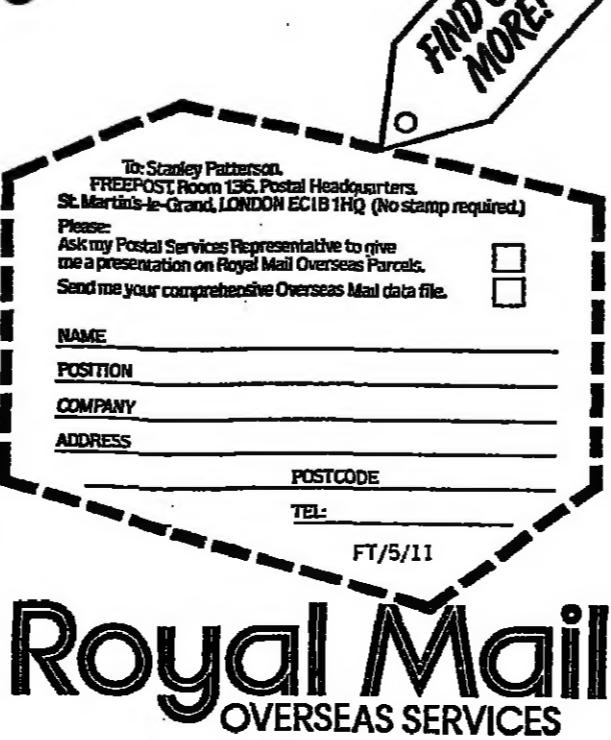
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# WORLD TRADE NEWS

## UN groups call for Kampuchean independence

By Our UN Correspondent

RIVAL VIETNAMESE and Asian proposals circulated in the United Nations yesterday, each with the stated aim of establishing Kampuchea's right to chart its own political course.

But the draft, by Malaysia, Singapore, Thailand, Indonesia, and the Philippines would have the General Assembly—which begins debate on the question

on November 12—call also for the immediate withdrawal of all foreign forces from Kampuchea. Clearly, this is directed at the Vietnamese military presence.

Flanking their new political colours, Afghanistan, Grenada and Nicaragua joined Vietnam, Laos and Angola in sponsoring the draft resolution which the Asian group opposes.

## China deal for Chicago company

By MARALYN EDID IN CHICAGO

THE CHICAGO business community has strengthened its developing trade and investment ties with China, when an official Chinese delegation left the city at the weekend carrying two new agreements.

Following an agreement between First National Bank of Chicago and China International Trust and Investment Corporation (CITIC) that effectively makes the bank an agent for foreign investment in China, FMC signed a protocol with CITIC that agrees to "explore the possibilities for technical and commercial co-operation" between itself and China.

FMC is a \$2.9bn diversified manufacturer of such items as agricultural, food processing,

oil-drilling equipment and bulk material handling systems—products high on China's shopping list. The protocol further says that the "two parties will exchange delegations to identify areas of mutual interest" that could involve joint ventures and technology transfers.

Company officials are reluctant to comment in detail about their dealings with the Chinese, but FMC has been doing business with China since 1974 and believes the market offers significant growth opportunities, given the company's product line and China's need for basic heavy equipment and desire to develop its natural resources.

First National America's 10th largest bank signed an agreement on Monday with CITIC

that will position the bank as an intermediary between decision-making bodies in China and foreign companies seeking investment and trade with China.

Deutsche Bank AG has concluded loan agreements with the Bank of China, but the West German Bank declined to reveal the amount or the terms of the bilateral arrangements. Reuter reports from Hong Kong. The bank said it had enjoyed a correspondent relationship with the Bank of China for 20 years and handled 40 per cent of the financial settlements of West German-China trade. Deutsche Bank has been involved in discussions in Peking aimed at expanding its relationship with the Bank of China.

## Indonesia-Tokyo in LNC pact

By WONG SULONG IN KUALA LUMPUR

AN AGREEMENT confirming intent to purchase liquid natural gas (LNG) was signed here at the weekend between Berhad of Malaysia, the Tokyo Electric Company, and the heads of the three respective organisations.

Under the agreement, Malaysia LNG, the developer of the large natural gas reserves of Sarawak in East Malaysia, will begin supplying LNG to the two Japanese utilities companies over 20 years, beginning with 2m tonnes in 1983 and rising to 6m tonnes from 1988.

The price of the gas has not been fixed. This would be done in the sale and purchase agreement to be concluded later, but the price formula has been agreed upon.

Tokyo Electric will take 4m tonnes of the gas while Tokyo Gas will take 2m tonnes.

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## Aluminium giants in Kwangsi smelter bid

By Robert Gibbons in Montreal

ALUMINUM industry officials say the three major Western light metal producers, Alcan Aluminium, Aluminum of America and Pechiney of France, have offered technology and other forms of help to China for the 600,000 tons yearly smelter planned for Kwangsi.

Estimated cost of the project is between \$1bn and \$1.5bn and its existence as a priority in modernisation of Chinese economy was recently revealed to a Japanese Government trade and industry mission. The smelter would rank as the world's largest.

Though the Western companies are offering technological help to the Chinese, they would not use shareholder funds if any of the three finally makes a deal.

## Sabena to buy three A-310 Airbuses

BRUSSELS — Sabena, the Belgian national airline, has announced the purchase of three A-310 airbuses, and has taken out options to buy three more at a later date. Reuter reports.

Sabena said the three 215-seat aeroplanes, the first airbuses it has acquired, would be delivered from 1984 onwards and The deal is said to be worth some \$150m (£70m).

Had the agreement been fully implemented, Ireland's car assembly industry probably would have been wound up by the end of the 1980s, for at that time some 80 per cent of all vehicles assembled in the

Republic were of British origin.

But in 1987, the quota system, which had been nullified by the Free Trade Agreement, was supplanted by a special law to limit the number of fully built-up (fbu) vehicles entering Ireland. Assembly was able to continue with some success, until Ireland joined the EEC, when the Common Market Commission found that the special agreement with Britain was against the principles of free trade.

Even the situation with Chrysler is uncertain, given the problems faced by the parent company in Detroit. In addition, Datsun and Toyota have both indicated that the questions beyond 1984 is currently under study.

A commission ruling required that Ireland's limitation on importing fbu vehicles had to end by 1985.

Ireland exports few cars, shipping an average of 3,000

vehicles a year out of the country compared with imports of something over 70,000 a year.

By the time cars are assembled, and allowance is made for transport costs, most assemblers are finding that it simply is not worth a company

for shipment to Western Europe, and in spite of lower labour costs in Ireland. Any decisions to continue to do so are likely to depend on decisions by their parent companies and any changes in investment policies of suppliers of parts for competitively knocked down vehicles.

Of the foreign groups concerned, only Ford is specific in

its intention to carry on.

Ford has been in Ireland since 1917, and is the nearest thing to being a producer of an Irish brand of car.

In 1972, it undertook an extensive rationalisation, which had the dual benefit of increasing the volume of production and improving production standards.

Since then, its Cork plant has produced the Escort and the Cortina. These account for 75 per cent of all Ford sales in the country, and are the largest volume selling models in Ireland.

As for Fiat, it has been exporting some 400 cars to Britain per month since last summer, and this is seen as part of that company's policy of continuing in the assembly business. Fiat's position is similar to that of Chrysler, which also exports to the UK.

While these three, led by Ford, might have the necessary scale and efficiency to survive, for the rest of the assemblers it will probably be a case of diversifying into some other form of engineering activity.

Assistance to diversify is available from Ireland's Industrial Development Authority, and there are grants available equivalent to 35 per cent of the cost of fixed assets to be used for manufacturing.

The European Social Fund also supplies funds for diversification. There are some 2,300 workers employed in vehicles assembly at present, but the number is dropping fast.

It is clear that the assembly industry will largely evolve into a distributive network over the next few years. The question, therefore, is not whether assembly will continue but whether a profitable component industry using the skills available can be built up.

## Great Lakes grain trade rates begin to steady

By William Hall, Shipping Correspondent

IN THE dry cargo markets interest continues to centre on the Great Lakes grain trade where rates have more than doubled this year. Over the last three weeks they have risen by close to a third as charterers rush to move the backlog of grain before the season closes on December 18.

Denholm Coates report that rates in the Great Lakes have now consolidated at around \$43 per ton. For ships of around 25,000 dwt. There has also been demand for time charter vessels for the Great Lakes trade and rates of over \$10,000 per day for early tonnage have been reported.

These rates are considerably above the going rates for non-Great Lakes activity but even so rates in other parts of the dry cargo market have been firmer.

In the Atlantic grain trade rates for 55,000 tonne U.S. Gulf Continent have moved back above the \$17 per ton mark and Chinese charterers have been notably active. Over the last week or so they have fixed tonnage for the U.S. Gulf/China at \$35/\$38 per ton and at \$40 per ton.

Demand for coal and iron ore is also keeping bulk carriers busy. Galbraith Wrightson report that the export of iron ore from India is providing substantial chartering business and the strength of demand is causing rates to rise. The Australian coal trade is also fairly active.

In the tanker market for VLCCs, Persian Gulf/West, continues to Rover around Worldscale 50. For Eastern trips the premium seems to have settled down at about 10 points.

# How International Harvester cut their energy consumption by over 50%.

### Old Fashioned

International Harvester Limited in Doncaster. Their office building was large, single-storey and distinctly old-fashioned.

In winter, the steam heating system was inadequate, and with large roof lights, conditions became cold and draughty.

In summer, the 'greenhouse' effect from the windows, coupled with an ineffective ventilation system turned it extremely hot. So in 1974 International Harvester took the decision to refurbish the premises and they asked their Electricity Board to provide recommendations for improving the working conditions in the building.

### Recommendations

In 1976, a new false ceiling was inserted over the entire office area, to act as a return air plenum.

The roof was properly insulated to reduce the excesses of temperature in summer and winter.

Air conditioning was installed and the system carefully controlled with good-quality air distribution. Heating energy consumption was reduced by making use of heat pumps.

The lighting was improved by controlling glare and specifying lighting levels to recognised standards.

### Energy Saving

The result was better working conditions, with cooling or heating as required. But the spectacular improvement was in energy

costs. Altogether, the Electricity Board's recommendation saved over 50 per cent of the energy consumption of the building.

### Experts

Every Board in the country has access to a team of experts who can advise you on energy management and explain the techniques available.

They can't guarantee the sort of savings made by International Harvester. But they can help you find the most cost-effective way to handle your energy requirements.

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## UK NEWS

## Changes urged for voluntary housing

By Paul Taylor

A SIMPLIFIED administrative system for housing associations and a more rational approach to their funding are called for today by Sir Leslie Murphy, chairman of Church Army Housing, and also of the National Enterprise Board.

Sir Leslie, writing in the association's annual report for 1978/79 published today, says that despite progress, last year was one of "increasing frustrations".

He complains that administrative delays caused by "the unnecessary level of checking" on development schemes by Government agencies made life "very difficult" for us as for many other housing associations. The paperwork needed to progress a scheme up to the point where builders start work can take 18 months or more.

The financial system under which housing associations operate was "both cumbersome and costly", mitigating against effective programming and giving little incentive for greater efficiency.

Government demands for more housing without more money—especially by converting and improving older properties—meant "a dangerous lowering of standards".

Sir Leslie suggests three major changes to improve housing association effectiveness and efficiency:

- A more rational subsidy system for associations using Government money.
- A radical reappraisal and simplification of the current administrative systems between the associations and Government agencies.
- A new approach to building standards to allow enough money to be spent on properties "to do the job properly."

The report shows that Church Army Housing, which is registered with the Government-funded Housing Corporation and is the only national housing association linked with the Church of England, completed 430 new houses and flats during 1978/79, bringing its total to 3,500 units and 1,200 hostel beds.

## Joseph to criticise poor management

By JOHN ELLIOTT, INDUSTRIAL EDITOR

MANAGEMENT is partly responsible for Britain's poor productivity record, Sir Keith Joseph, the Industry Secretary, is to tell a meeting of the National Economic Development Council.

Prince Charles, who himself has criticised management, will be attending the meeting on Wednesday as part of his tour of industry which started last year.

A report on the rapid growth of imported goods during the 1970s will be presented by Mr. John Nott, Secretary for Trade.

At a time when many companies are becoming increasingly worried about their prospects during the coming year, Sir Keith will also warn that the Government believes its job is to encourage industrial success but "not support industrial failure".

This will open up a debate in the council on productivity which will echo many of the themes about industrial performance that are expected to

urge Sir Keith to expand rather than contract the Government's work on encouraging the use of microelectronics in industry.

A group of TUC leaders has just returned from a trip to California, partly sponsored by the Industry Department's microelectronics application scheme, to study microchip development. The TUC will tell Sir Keith on Wednesday that it believes the Government should continue supporting the National Enterprise Board's Inmos microelectronics venture because it is essential for the UK to have its own company in this field.

Sir Keith also blames an "economic climate that discourages efficiency" and trade union attitudes which "often make good management difficult".

The Government, together with trade unions and management, have failed to convey an understanding throughout industry about what the UK has lost because of its poor industrial performance.

In its contribution to the council debate, the TUC will

urge Sir Keith to expand rather than contract the Government's work on encouraging the use of microelectronics in industry.

Even more surprisingly, it deliberately operated at the high volume, low price, low margin end of the business, relying on high productivity and good deliveries to gain and keep its share of the market. More recently, it began to use the strength of its low price products as a base to move up

## Earnings rise of 18% predicted

BY DAVID FREUD

EARNINGS will rise by 18 per cent in the present wage round, according to City stockbroker Phillips and Drew.

Retail price inflation will peak at about 19 per cent in the second quarter of next year, before falling back to 15 per cent by the end of the year.

The firm believes that a decline of about 14 per cent in real gross domestic product next year will wipe out nearly all the 11 per cent rise expected this year.

Industry is not meeting the challenge of energy conservation with sufficient vigour, Mr. David Howell, the Energy Secretary, told the CBI conference in Birmingham last night. "The fact confronting us all is that fuel will become scarcer and dearer and the only way all of us can face the bigger bills is to use fuel more efficiently," he said.

The decline in output will probably result from a 1 per cent fall in consumers' real expenditure, and a fall of about 3 per cent in real gross domestic fixed capital formation. Other components of demand are also likely to be weak, including Government consumption and stockbuilding.

## Balance

The depressed state of demand, together with a doubling of the contribution of North Sea oil to the balance of payments next year, are expected to lead to an improvement in the current account—from a £3bn deficit last year to rough balance in 1980.

The firm says the public expenditure figures announced last week will lead to a public sector borrowing requirement of £50bn-£55bn in the next financial year, while sterling's growth should be held within the present 7-11 per cent annual target range.

Stockbroker James Capel and Co. while welcoming the abolition of exchange controls, says the timing of the move was bad, coming at the start of the pay round.

The further fall in sterling, which inflation could generate, would add to raw material costs, already rising by more than 20 per cent a year, and enable domestic manufacturers to increase prices on the home market.

Sir Derek is likely to point to an investment of £50m in coking coal output in the 1970s and to a dramatic fall in demand since the mid-1970s.

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## Business graduates favour industry

BY PAUL TAYLOR

THE LONDON Business School has reported a substantial swing towards jobs in manufacturing industry among its new graduates.

More than 60 per cent of its graduates this year have taken jobs in the manufacturing sector, compared with only 38 per cent last year, the school said yesterday.

Last year more graduates favoured appointments in banking and financial services or in trading and service companies. This year only 12 per cent took jobs in banking or financial services, compared with 25 per cent last year and 15 per cent in 1977. The figures show a similar decrease in the number of graduates entering trading and service companies.

The school's figures also show a strong swing towards overseas business.

## Call for public debate over postal monopoly

BY ELAINE WILLIAMS

A FIVE-YEAR public debate should be held over whether to end the Post Office's postal monopoly, according to the periodical publishing industry.

The industry is the Post Office's biggest customer group.

In its submission to the Monopolies and Mergers Commission, the Periodical Publishers' Association said that a review was overdue of letter

postage services in the London region.

The association claimed that the productivity of the postal workforce had declined in 1976. The productivity of other postal systems was superior.

"The Post Office reforms should include the enlarged use of sub-contractors, with whom its efficiency could be compared on a job-by-job basis," said the association.

SATELLITES are to be used next year to keep track of the progress of yachts taking part in the Royal Western/Observer single-handed transatlantic race. Each yacht will carry a transmitter which sends an automatic signal identifying the boat via a satellite to an information collection system called Argos.

Argos is a space programme developed by the U.S. and France and involves NASA, the National Oceanic and Atmospheric Administration and the French Centre National d'Etudes Spatiales.

Each boat will also have sensors which transmit information about atmospheric pressure and air temperature for scientific purposes.

## More tax cuts urged

BY PAUL TAYLOR

DIRECT taxation should be further reduced, capital gains and transfer tax abolished and tax relief should be provided on interest paid on investment loans, the Institute of Directors has told the Government.

The institute's recipe for "a prosperous free enterprise society" is contained in an early Budget submission from Mr. Walter Goldsmith, the director general, to the Chancellor of the Exchequer.

## The ABC of DAN-AIR'S

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<b>CORK</b>	Route commences April 1980.*
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<b>ISLE OF MAN</b>	Summer route - with frequent flights.
<b>JERSEY</b>	Summer route - flights operate Wednesday, Saturday and Sunday.
<b>KRISTIANSAND</b>	Gateway to Southern Norway - flights operate Friday and Monday.
<b>MONTPELLIER</b>	Southern France - up to 6 flights weekly.
<b>MUNICH</b>	Route starts May 1980.*
<b>NEWCASTLE</b>	Twice daily jet flights - Monday to Friday.
<b>PERPIGNAN</b>	S.W. France - regular weekly jet flights.
<b>SHANNON</b>	Route commences April 1980.*
<b>STRASBOURG</b>	France, Alsace - Friday and Sunday flights.
<b>TOULOUSE</b>	New route, year round from December 16.

\*Subject to Government approval

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## Bad debt disclosures could be unlawful

THE REVELATION that the Inter-Bank Research Organisation (IBRO) - the clearing banks' private research group - has concluded that the clearers are overstating their bad and doubtful debt provisions will come as no surprise to bank analysts.

The school said production is still not seen as a favoured way of advancement in industry, although some of the finance and planning jobs will probably lead to line jobs in the factory.

Half this year's graduates, who include engineers, scientists, economists and accountants, have been recruited by American companies. Salaries for those accepting jobs in the UK ranged from £6,500 to £13,000, with additional benefits, including cars and mortgages.

The school said recruiting companies continued to place a high emphasis on language ability and experience of overseas business.

What emerged in the last batch of accounts was not what the Price Commission asked for. Instead, the banks aggregated their general and specific provisions for bad debts and published only the aggregated figures.

An undisclosed excess provision also amounts to a secret reserve. This has been banned by law from company accounts since 1948 after the scandal of the famous Royal Mail Case

years earlier.

Looking back, it is easy to see how the clearing banks could have got themselves into such a position. They had been allowed by law the privilege of secret reserves until 1970. But the changeover was not quite so voluntary as some bankers would like to believe.

The new legislation is contained in the Banking Com-

panies (Accounts) Regulations 1970. Quite simply, it puts the preparation of the clearers' accounts on the same basis as those of industrial and commercial companies.

Until their 1978 accounts, the clearers gave no hint to readers of their reports of the size of their bad and doubtful debt provisions. The catalyst last year was the report of the Price Commission, which recommended that the banks should disclose the levels of their general bad debt provisions.

A second, and highly effective way of judging the materiality of excess provisions is to relate movements in excess provisions to movements in annual profits.

The area in which the clearers are most commonly believed to have accumulated excess provisions is under the title of "General Provisions for Bad and Doubtful Debts."

The Companies Acts define a provision as "any amount written off or retained by way of providing for depreciation, renewals or diminution in value of assets or retained by way of providing for any known liability of which the amount cannot be determined with substantial accuracy."

The crucial point, according to Mr. Richard Yorke, QC, a leading commercial and banking lawyer, is that the liability or loss must be known. Referring to the Barclays and Nat-West statement about general provisions, he says in a joint opinion with Mr. Stuart Isaacs,

"But this diminution cannot be plucked out of the air, however convenient it might be. It must clearly be shown to be real, and this requires that it be identified or known."

"Assuming in favour of the banks that it is proper to have regard to past experience in order to say that a quantum of current debts, say 14 per cent, is "known" to be bad, it does not follow that any provision in excess of past experience, no matter how prudent it may be to make it, is within the Companies Acts."

So to the extent to which the clearing banks make general provisions for unidentified bad debts, say Yorke and Isaacs, "they are continuing to create secret reserves."

That they are doing this is clear from their evidence to the Wilson Committee."

But what are the consequences of all this? Richard Yorke and Stuart Isaacs summarise the position as follows:

"The consequences of a failure to comply with the Companies Acts is that the directors are guilty of an offence under section 149(6) of the 1948 Act which until 1976 attracted a maximum fine of £200 or six months' imprisonment. Since 1976 an offence under the section is punishable by an unlimited fine."

A final point can be made, as far as the auditors are concerned. As Yorke and Isaacs say, there is an old and famous maxim in common law - *Communis opinio facti jus* - which can be put simply in the words of the company's state of affairs - *Yorke and Isaacs simply say: "The accuracy of each of their reports is questionable."*

As for the accounting firms of Price Waterhouse, Ernst and Whinney and Peat Marwick Mitchell whose auditors' reports on the clearers' accounts continue to state in the usual way that the accounts both conform to the requirements of the Companies Acts of 1948 and 1967, and give a true and fair view of the company's state of affairs - Yorke and Isaacs simply say: "The accuracy of each of their reports is questionable."

"The consequences of a failure to comply with the Companies Acts is that the directors are guilty of an offence under section 149(6) of the 1948 Act which until 1976 attracted a maximum fine of £200 or six months' imprisonment. Since 1976 an offence under the section is punishable by an unlimited fine."

It is still a defence, of course, for a director to prove that he took all reasonable steps for securing compliance with the law.

"At first sight, it might be thought that the employment of competent accountants, and the absence of any protest in the auditors' reports, is a sufficient defence. But in view of the obligation placed on the directors personally to consider the necessity for the amount of the general provision it is doubtful whether this is so."

"On the other hand, it probably would be sufficient for the director to produce the minutes of board meetings at which he was outvoted, recording his own objections to the amount of the general provisions based upon their extension to unidentified bad debts."

# Banking Control.

How a Honeywell computer helps a Midlands bank to double its new accounts every month.

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After five years as a computer bureau user, Security Trust decided to install its own system. With the full co-operation of Honeywell, the company wrote all its own programs. Now the Level 62 is directly responsible for expansion - visible not only to the company but to its fast-increasing number of customers.

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# Honeywell

computer systems

## APPOINTMENTS

## Group changes at Hawker Siddeley

Mr. T. D. Davies has been appointed to the Board of HAWKER SIDDELEY DIESELS. He is managing director of Petters. Mr. D. A. Bees has joined the Board of WILLIAM AITCHISON LTD as chairman of the engineering division, who is leaving to take up an outside appointment. Mr. A. S. Hardiman moves on to the Board of the WESTINGHOUSE BRAKE AND SIGNAL COMPANY as finance director. Mr. H. R. Balnes and Mr. J. W. Ryan, having reached retirement age, have relinquished directorships of that company. The parent concern is HAWKER SIDDELEY GROUP.

The Committee of Management of the INSTITUTE OF CANCER RESEARCH has appointed Dr. Robin Wells as its new director. Dr. Wells has been head of the Laboratory of Viral Oncology at the Imperial Cancer Research Fund and will take up his new appointment on May 1 next year when Professor Leonard Lamerton, present Director of the Institute, retires.

Mr. A. C. B. Harden has been appointed a consultant to C. E. HEATH AND CO. (INSURANCE BROKING).

The Minister of Transport has appointed Mr. Ian Heggie as his special adviser on transport matters.

Mr. T. G. Williams has been appointed a director of the AUSTRALIA AND NEW ZEALAND BANKING GROUP as chief manager (International) in London to succeed Mr. W. J. Bailey, who is returning to Australia to take up a new position. Mr. Williams held a senior post in the Bank's City Office, London, from 1967 to 1970. He is at present chief agent in New York.

Mr. John Trafford has joined the CORPORATE CONSULTING GROUP as a partner. He was formerly a director of Heldrick and Struggles International.

Mr. Barry Hartis has been appointed operations director of HALLAMOLD and of KING FUELS, members of the commercial division of Burnett and Hallamshire Holdings.

Mr. Patrick Vander Elst has been appointed managing director of MARINE MIDLAND LTD, the London subsidiary of Marine Midland Banks.

First National Bank in Dallas has changed the name of its London-based merchant bank from First International Bancshares Limited to FIRST DALLAS LIMITED. Ownership of the merchant bank was moved from First International Bancshares, Inc., the bank's holding company, to the bank last August. Mr. Frank E. (Van) DuBose has been appointed managing director and chief executive officer of First Dallas Limited.

Mr. Erik Soerensen, vice-president, marketing, enzymes division, has been appointed assistant executive vice-president in the pharmaceuticals division of NOVO INDUSTRI A/S. He is expected not later than July 1, 1980, to succeed president-elect Mr. Mads Ovrlisen, who will then leave pharmaceutical management. Mr. Soerensen will sit that time enter Novo's corporate management, the first year as acting member, Mr. Bent Vabøe has become acting vice-president of Enzyme Marketing; Mr. Gunnar S. Agerbak has been made product group manager for Novo's pharmaceutical products exclusive of insulin; Mr. Robbin A. Priddle will be product group manager for insulin; and Mr. Kud Sig Andersen, head of the systems department of EDP.

Mr. Frank Kenaghan, director of operations for Carreras Rothman, has been appointed to the Council of the BRITISH INSTITUTE OF MANAGEMENT.

Mr. Raymond Stell, formerly director, participation operations, British National Oil Corporation, has joined MOBIL NORTH SEA as joint interest and gas adviser.

Lady Valzey and Mr. J. M. Paine have been made representatives of the travelling public on

the passenger services sub-committee of the HEATHROW AIRPORT CONSULTATIVE COMMITTEE. They replace Mrs. S. C. A. Bond and Mr. J. A. Claydon, whose term of office has expired.

Mr. William Nicol has been appointed president of CECOMAF (EUROPEAN COMMITTEE OF MANUFACTURERS OF REFRIGERATION EQUIPMENT).

Mr. R. Burleigh and Mr. C. H. Hosking have been appointed associate directors of JOHN HOWARD AND COMPANY INTERNATIONAL.

Mr. G. A. Wrightman has become a director of FREMONT INSURANCE COMPANY (UK). The following have been appointed as US directors: Mr. L. E. McIntyre, Mr. J. A. McIntyre, Mr. D. L. McIntyre and Mr. H. W. Degner.

Mr. David C. Howarth has been made a partner of G. F. SINGLETON AND CO. He has been with the firm's Manchester office for 21 years. Mr. David L. Hepworth and Mr. James A. Hague have been appointed associates to the partnership.

Rear Admiral Sir Nigel Cecil has been appointed Lieutenant Governor of the ISLE OF MAN in succession to Sir John Paul. Sir Nigel will take up office in September 1980.

Mr. L. S. F. Charles has become chairman of ALUMINIUM WIRE AND CABLE COMPANY in place of Mr. E. E. Udger, who has resigned. Mr. J. C. Armstrong has been appointed to the Board.

RAUMA-REPO (ENGINEERING) has made the following changes in the organisation of the Lokomo division: Mr. Ian MacLeod-Smith becomes managing director of the Lokomo Crusher and Lokomo Crane divisions; Mr. Michael Battaglia has been appointed a director and general manager of the Crusher division. He was formerly managing director of Baghate Quarry Equipment; Mr. J. A. Chapman is now a director and general manager of the Crane division.

Mr. W. K. Whitehead has relinquished the chairmanship of W. AND J. WHITEHEAD (LAIRDRODYKE) and been appointed the first president of the company. Mr. R. G. Hustler has become chairman and Mr. D. B. A. Evans joins the Board as an additional director.

SAUDI INTERNATIONAL BANK (Al-Bank Al-Saudia Al-Alami) has appointed Mr. Ford M. Fraker and Mr. Roland de Malherbe as managers in the general banking division. Mr. Fraker, who will be in charge of the bank's Middle Eastern corporate business, joins the bank from Chemical Bank where he was regional vice-president for the Gulf Area and general manager in charge of its offshore bank unit in Bahrain. Mr. de Malherbe will follow the bank's business and was formerly a manager with Citibank, Paris.

Most companies in the shipping and transport sector said they were operating at below their planned capacity. This response was offset by more favourable answers from the

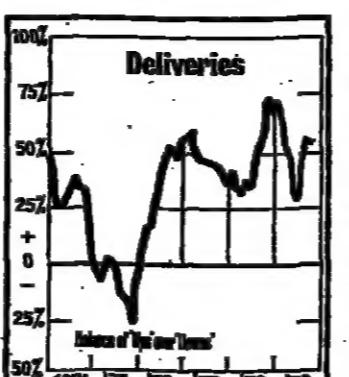
## GENERAL OUTLOOK

## Confidence drops further

CONFIDENCE ABOUT the prospects for business fell further last month to the lowest point for nearly three years, according to the FT monthly survey of business opinion.

All three sectors covered in October — non-electrical engineering, chemical and oil and shipping and transport industries — were less optimistic than they had been in June. This brought the index down to its lowest point since December, 1976.

However, the steep fall of the previous two months in the index covering the level of optimism about the UK economy



generally eased in October, mainly because of greater confidence in the chemical and oil sector.

Industrial relations and the immediate prospects of a recession were the key factors in promoting pessimism.

Engineering and shipping and transport industries reported that deliveries were down in the last four months, but this was counterbalanced by improvements from the chemical and oil group. As a result the index shows little change.

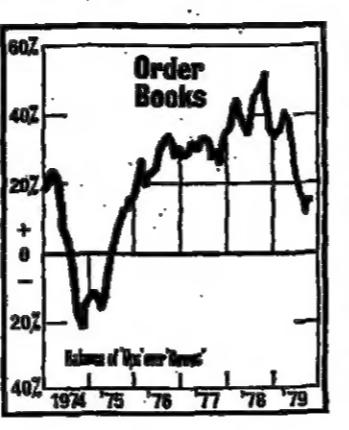
The index for export expectations over the next 12 months rose, even though engineering companies were less optimistic

## ORDERS AND OUTPUT

## Decline slows down

THE CHEMICAL and oil sector were markedly more optimistic that output would rise over the next 12 months. As a result, even though the other two sectors revised expectations downwards, the index rose sharply. The median expected increase in output is now 5.6 per cent, compared with 4.8 per cent in September.

The engineering sector was more inclined to report reduced orders over the last four months than it had been last June, but the other two sectors showed



slight increases which left the index unchanged overall.

The strike was the chief factor blamed for the decline in engineering orders, with the strong pound and the economic situation being contributory factors. There was also said to be less work available from overseas sectors.

There was little change in the index covering expected order books over the next 12 months. While engineering companies were less optimistic this was offset by increased expectations in the other two sectors.

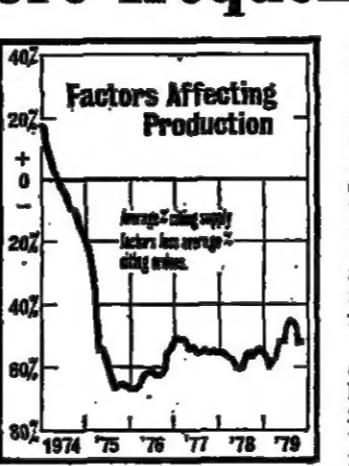
## CAPACITY AND STOCKS

## Disputes more frequent

THERE was a sharp rise in the frequency with which labour disputes were mentioned as a factor affecting production, together with an increase in concern over shortages of raw material.

Overall, however, the index of the extent to which output was affected by demand rather than supply constraints showed no change.

Most companies in the shipping and transport sector said they were operating at below their planned capacity. This response was offset by more favourable answers from the



engineering group, leaving the index unchanged.

There continue to be strong signs that companies are determined not to be caught with rising stocks in the expected recession. There was little change in the index for the expected level of work in progress and raw materials in the next 12 months, although there was a slight rise in expectations for stocks of finished goods.

However, the survey points out that the index would probably have fallen were it not for the effect of some companies wanting to rebuild stocks after the engineering dispute.

## CAPACITY WORKING

Mr. Robert H. V. Douglass, formerly a director of the finance department of Bankers Trust International, London, has been elected director and resident representative of BT FINANCE, Tokyo.

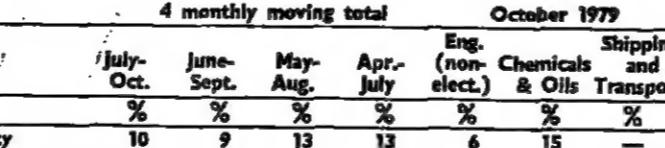
Mr. L. J. Baldwin, a director of Clares Carlton and secretary of Clares (Holdings), has been appointed a director of CLARES (Holdings).

Mr. Michael B. Harrison has been appointed managing director of FIELDING AND PLATT, a member of the Redman Heenan International group, following the resignation of Mr. J. Lindsay-German. Mr. David V. Rowles, who is managing director of Redman Heenan Process Engineering, will now also become managing director of Heenan Environmental Systems.

Mr. Spencer Crookenden has been appointed a director and chairman of BURCO DEAN. He is at present chairman of K Shoes of Kendal.

All three sectors were more inclined to expect their labour forces to decrease than in June, bringing the employment index down to the lowest level since November, 1975.

This meant that about 24 per cent more companies expect their labour forces to fall over the next 12 months than expect them to rise. This compares



with a deficit of 14 per cent in September and the figure of 5 per cent typical over the previous three months.

In spite of a slight improvement in investment plans by engineering companies, the index for capital expenditure over the next 12 months fell sharply after being fairly stable for several months.

Most of the respondents were interviewed before exchange controls were abolished but the survey comments that from the pattern of answers abolition was unlikely to have any major effect, "apart perhaps from one on financing techniques."

## COST AND PROFIT MARGINS

## Wages rise 16%

THE INDICES for both wages and total unit costs continued to rise last month, while more companies expected profit margins to contract.

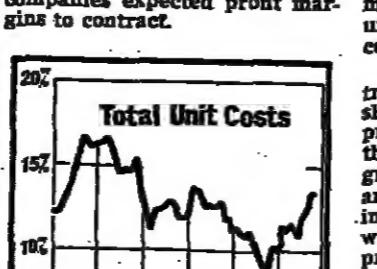
Expected rise in wages is now 16 per cent, compared with 14.9 per cent in September. The median expected rise for total unit costs rose from 13.4 per cent to 13.7 per cent.

Engineering and shipping and

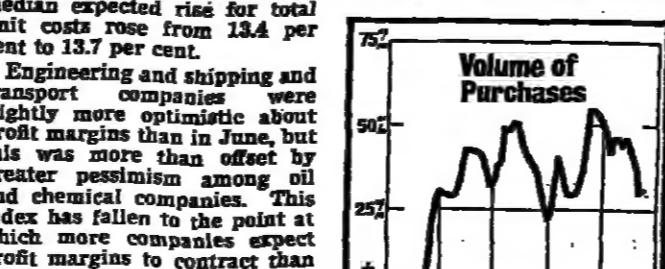
transport companies were slightly more optimistic about profit margins than in June, but this was more than offset by greater pessimism among oil and chemical companies. This index has fallen to the point at which more companies expect profit margins to contract than to rise — for the first time for 18 months.

These surveys, which are carried out for the Financial Times by the Taylor Nelson Group, are based upon extensive interview with top executives.

Three sectors and some 30 companies are covered in turn every month. They are drawn from a sample based upon the FT Actuaries' Index, which accounts for about 60 per cent of all public companies.



All three sectors expected wages to increase over the next 12 months by more than they had in June. The median ex-



11 industrial sectors (mechanical engineering is surveyed every second month).

Complete tables can be purchased from Taylor Nelson and Associates.

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## GENERAL BUSINESS SITUATION

## 4 monthly moving total October 1979

Are you more or less optimistic about your company's prospects than you were four months ago:	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng. (non-elect.) %	Chemicals and Oils Transport %
More optimistic	24	32	42	45	2	15
Neutral	35	38	38	38	41	41
Less optimistic	41	30	19	17	74	44

## EXPORT PROSPECTS (Weighted by exports)

## 4 monthly moving total October 1979

Over the next 12 months exports will be:	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng. (non-elect.) %	Chemicals and Oils Transport %
Higher	62	56	51	54	33	100
Same	24	33	29	30	50	8
Lower	13	10	19	15	10	38
Don't know	1	1	1	1	7	—

## NEW ORDERS

## 4 monthly moving total October 1979

The trend of new orders in the last 4 months was:	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng. (non-elect.) %	Chemicals and Oils Transport %
Up	52	50	53	60	45	35
Same	12	14	17	14	6	—
Down	8	7	4	6	41	—
No answer	28	29	26	20		

# Unions gather file on deals to cut hours

BY NICK GARNETT, LABOUR STAFF

UNIONS in the chemical industry are collecting details of company settlements which provide immediate reductions in hours or commitments to do so.

Mr. David Warburton, General and Municipal Workers' Union national officer, said yesterday that deals which incorporated an immediate shortening of working hours generally meant a reduction from 42 to 37½ hours for shift workers. But some also gave day workers a 37½ hour week.

The unions want a national agreement reintroduced but this will depend on management and unions agreeing new minimum pay rates.

The unions will want to consolidate any achievements on the issue of hours in the chemical industry during forthcoming pay and conditions negotiations for the paint and rubber industries.

They have already informed the Paint Makers' Association, which represents about 100 paint manufacturers, that reduced hours will be a major part of the claim. Local union negotiators for the rubber industry have also been advised that they will be pressing for changes in working hours.

The national paint industry agreement is due in January, when three quarters of workers in the rubber industry are also due to settle.

The unions are due to meet

senior industrial relations representatives from the Chemical Industries Association later this month to discuss the possibility of reconstituting the national chemical industry agreement.

This collapsed earlier this year with the breakdown of national pay talks.

The unions want a national agreement reintroduced but this will depend on management and unions agreeing new minimum pay rates.

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The unions are due to meet

## Lorry drivers vote for tachograph-plus pay

LORRY DRIVERS in the Peterborough area voted yesterday to accept the tachograph but to seek extra inflation-linked payments to co-operate with its introduction.

The decision was taken by a mass meeting called by Transport and General Workers' Union officials representing 1,500 men in more than 30 companies.

## May and Baker offer accepted

MEMBERS OF the Association of Management and Professional Staffs at two southern plants of May and Baker, the pharmaceutical company, have accepted a pay offer of 15 per cent.

## Plea on prison officers' pay

NO INCREASES in prison officers' pay should be made without a pledge from the Prison Officers' Association that it would urge its members to take courses in some form of psychiatric nursing, the

Matthew Trust urged Mr. William Whitelaw, the Home Secretary, yesterday.

The Matthew Trust represents several hundred mental offenders in top security hospitals and prisoners with a mental illness background.

## NUPE to fight cuts in public services

THE EXECUTIVE of the National Union of Public Employees instructed officers at the weekend to develop a policy of non-co-operation over public service cuts.

Mr. Bernard Dix, assistant general secretary said NUPE's 700,000 members were not prepared in any way to co-operate over spending cuts. Workers would refuse to accept increased duties if workforces were cut or overtime reduced.

"We will not do it. Some of the work will just remain undone," he said.

Mr. Dix did not rule out the possibility of strikes. He indicated, however, that the union would not be prepared to give general support to strike action, but national officers would want to look at each issue as it arose.

The union would be careful not to be led into a trap where a local authority might welcome a strike as a way of saving money.

The executive council said the cuts would "further increase unemployment and reduce living standards at a time of economic recession."

It welcomed the TUC campaign against the cuts and declared its willingness to co-operate with community groups, such as hospital leagues of friends, parent teacher associations and tenants' associations, in a campaign against Government policies.

A clear option for management would be to resort once more to the ballot, as it did with

## BL aims to set manning levels and work pace

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

BL HOPES to press home the advantage gained by the overwhelming workforce support for its redundancy plans in pay negotiations which open today. The company has totally rejected demands for a 30 per cent index-linked increase for the 90,000 car workers.

Management insists that it can afford only a 5 per cent increase plus a self-financing productivity deal. And the price for the package must be a radical change in working methods and an end to restrictive practices.

BL believes the time right for an assault on the powers of shop stewards to control manning levels and the pace of the job—the issue which management maintains is at the heart of the company's poor productivity record.

Shop stewards, who were almost unanimous in their opposition to plans by Sir Michael Edwards, the BL chairman, to close plants and make more than 25,000 workers redundant, realise their authority has been undermined by the workforce ballot, which registered a seven to one decision for the management line.

Union negotiators, while aware of their weakness in the three days of talks which open in Coventry today, believe the reforms demanded by management are so radical that a shop floor revolt is almost inevitable when it comes to detailed implementation.

A clear option for management would be to resort once more to the ballot, as it did with

last year's 5 per cent pay offer. The complication is that part of this year's package is an incentive scheme very similar to one rejected in a previous ballot.

Mr. Geoff Armstrong, employee relations director, has stressed that a quick end to negotiations is important. "We are not playing negotiating games," he said. Industrial action would not force the company to pay more but push it "nearer to the brink."

### Questioned

The authority of BL Cars' existing negotiating machinery has been thrown into question by the demand from Sir Michael for "a strong group of top people" to seek new mechanisms to speed up the resolution of disputes.

The issue will be discussed at the next meeting of the executive of the Confederation of Shipbuilding and Engineering Unions on December 6. The confederation has already swung its weight behind pushing through Sir Michael's strategy.

Mr. Alex Ferry, general secretary of the confederation, said last night that, having recommended the plan, there was a responsibility to help with its implementation.

Such official support would provide valuable assistance to BL in effecting the large-scale transfer of work between plants. Opposition by some groups of workers seems inevitable, but the confederation's leadership appears prepared to exercise its authority.

The company has time on its side to the extent that the closures and transfer of work are not scheduled until next year.

The executive committee of the Transport and General Workers' Union, which recommended its members not to vote for the plan, will review its position on December 3. The union claims to represent 70 per cent of the BL workforce.

TASS, the white-collar section of the Amalgamated Union of Engineering Workers, will also review its stance of total opposition. The staff union will find itself under considerable pressure to lift sanctions, already imposed, which prevent the transfer of design and planning between plants.

The BL board meets on Wednesday to give official approval to the revised strategy, which is thought to require an additional £200m of state aid to finance acceleration of the model programme of redundancies and rationalisation.

## BR opens new Glasgow line

BRITISH RAIL opens its new Argyle line and seven new stations in Glasgow today. The 4.75-mile line links the city's north and south electrified suburban networks, and will increase the number of trains by about 30 per cent to nearly 900 a day.

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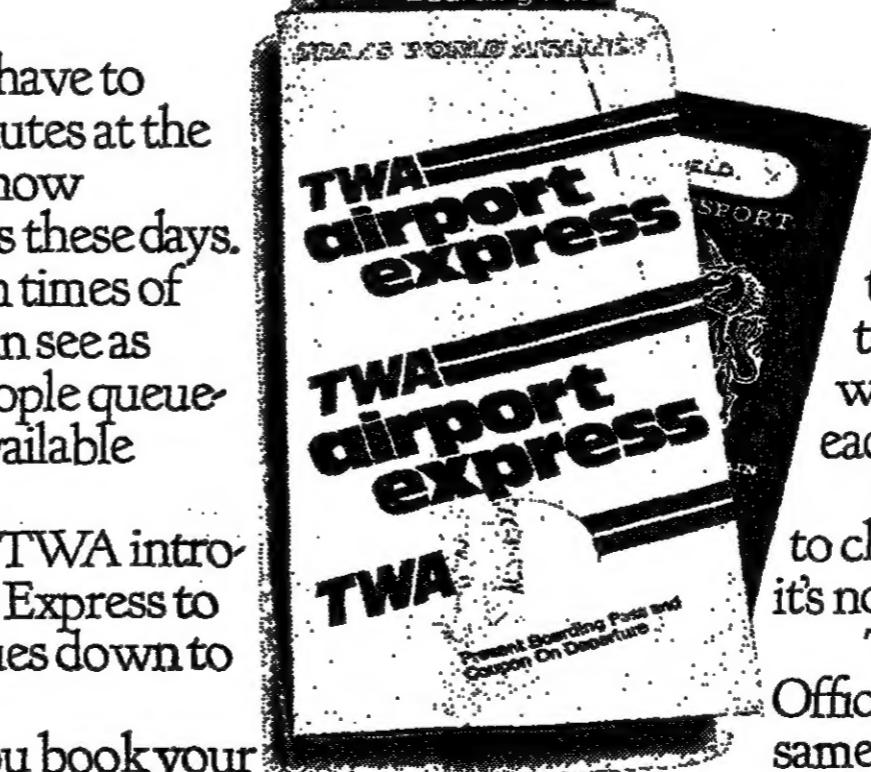
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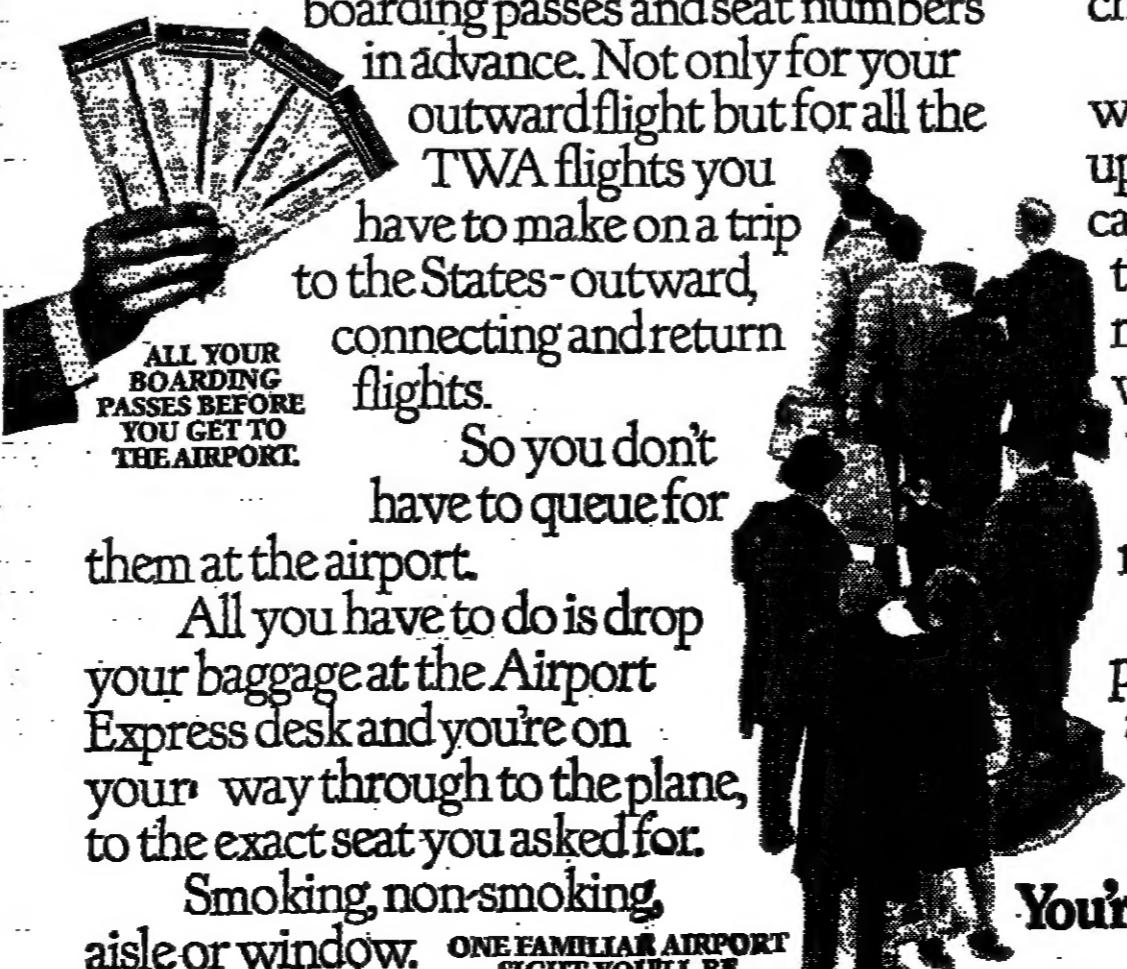
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## BANQUE NATIONALE DE PARIS IN KUWAIT

The B.N.P. Group, through its subsidiary BANQUE NATIONALE DE PARIS "INTERCONTINENTALE" has just acquired a 17.5% shareholding in the capital of the ARAB EUROPEAN FINANCIAL MANAGEMENT Co. s.a.r.l. (AREF), a financial company whose main office is located in Kuwait.

AREF has a 1 million Kuwaiti Dinar (approximately US\$3,650,000) capital, 51% of which are held by representatives of KUWAIT'S commercial and financial circles, and 49% by European interests. The latter include BNP, BANQUE INDUSTRIELLE & MOBILIÈRE PRIVÉE and UNION DES ASSURANCES DE PARIS, on the French side; BANQUE CANTRADE, ORMOND, BURRUS S.A. from GENEVA and ULTRAFIN A.G. from ZURICH, on the Swiss side, as well as HAUCK BANQUERS LUXEMBOURG S.A.

The B.N.P. Group will be represented within AREF's Board of Directors whose President is Mr. Abdul Aziz Ahmad AL-BAHAR.

Through this acquisition of shareholding, B.N.P. shows once more its concern towards the development of the Franco-Arab financial and commercial relations. B.N.P. thus offers to its customers a wide range of services intended to promote their business not only in the Emirate of Kuwait, but also in all the Middle-Eastern market.

## SECOND CITY Properties Limited. Summary of Results Year to 30th April

	1979	1978
Turnover	19,237,912	20,882,817
Operating Profit before taxation	1,066,707	1,031,264
Net Profit after taxation (including extraordinary items)	932,476	962,295
Ordinary dividend	249,653	234,919
Dividend cover (excluding extraordinary items)	4.0	3.9
Profit after tax and dividend	682,923	727,376
Earnings Per Share of 10p:		
Basic Earnings	7.48p	6.90p
Fully Diluted Earnings	6.85p	6.32p

Copies of the Report and Accounts can be obtained from The Secretary, Second City Properties Limited, Second City House, Oxford Street, Balsall, West Midlands, WV14 7DU.

# Building and Civil Engineering

## £4m factory and office awards

CONTRACTS WORTH £4.2m have been won by John Willmott Construction and A. E. Sykes Construction.

Jobs include: laboratory building at Saffron Walden for Fisons Agricultural Division, value £920,000; factory extension for V. S. Engineering, Luton, value £347,000; 10 warehouse units at the Caledonian Trading Estate, London, N7, for Hanover St George Developments, value £700,000; an office building at Coat Wharf, Brecon for Dimdale Management Services, value £681,000; and refurbishing of offices at Hitchin for the Prudential Mutual Life Assurance Association, value £620,000.

Other contracts included in the total are for Haslemere Estates and Key Markets.

## House modernisation and sewerage work

CONTRACTS TOTALLING more than £3.5m have been awarded to Bryant Holdings.

Major jobs are for the modernisation of municipal houses. One contract is for Walsall Metropolitan Borough for refurbishing 220 pre-war dwellings in 47 weeks. This is Phase 6 of the Blackenhall area in Balsall Heath and is worth £1.5m.

Work for Dudley Metropolitan Borough is for the modernisation of 52 dwellings on the Stambordmill-Stepping Stones

Estate, Stourbridge. Contract period for this £362,000 job is 26 weeks.

A sewage treatment works extension at Stanley Downton, near Stroud, Gloucestershire, has been awarded by the Lower Severn Division of the Severn Trent Water Authority, and is worth about £1.5m.

Two industrial factory units are to be built at Woodley Airfield, Reading, for Adwest Properties under a £381,000 contract.

## Several jobs for Laing

WORK INVOLVED in contracts worth more than £1.1m awarded to John Laing Construction, include modernisation of homes, repairs to stores and an extension to a prison.

Modernisation job is worth £500,000 under a Home Office award.

At the Bull Ring Centre in Birmingham the company has a £200,000 contract to repair fire damage to the roof of the Mecca banqueting suite and, in Worcester, a £100,000 contract to repair fire damage to the Woolworth store.

In High Street, Perth, the company's Scottish region is to alter and renovate a British Home Stores under a £140,000 contract.

## Plymouth rail depot

BRITISH RAIL has awarded a £3.5m contract to E. Thomas and Company (subsidiary of the Mowlem Group) to redevelop part of Laira maintenance depot, Plymouth.

Work has just started on the job which includes the demolition of an engine shed, and the construction of a new three-track shed 240 metres long by 22 metres wide, with inspection pits beneath the tracks. The building will be of steel frame

and will house High Speed Trains.

In addition, there will be miscellaneous ancillary buildings constructed in traditional brick and blockwork.

The contract also calls for the laying of ten sidings together with fuelling and washing facilities. Completion is due in autumn 1981.

The facilities entail many different engineering services to be carried out by specialist nominated sub-contractors.

## Strength of concrete in sea water

WORK ON the £3m first phase of the White City Industrial Park at Wood Lane, London, W12 has begun.

Henry Boot is undertaking the contract which calls for about 160,000 sq ft of factory and warehousing premises plus integral office accommodation. The site is close to the M41 and is opposite the BBC TV studios.

Completion of this first stage, for the Arrowcroft Group is scheduled for early 1981. Architects are the Julian Keyes Partnership.

## Industrial estate

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# OUR NEW SAVINGS BANK FOR ENERGY AND RAW MATERIALS.

Every day more and more people are helping the British Glass Container Industry to save energy and raw materials. How?

By responding to a simple, but innovative, appeal by the industry to recycle bottles and jars.

It's called the Bottle Bank scheme. In only two years the industry has collected over 21 million used glass containers. Crushed them. Mixed them with other raw materials and re-melted them to make new glass containers. Making a considerable saving in raw materials and, more important, energy.

## EVERYONE BENEFITS

The scheme directly benefits local authorities and their communities.

There is less waste to dispose of, giving a saving in costs and refuse tipping space.

And since the glassworks pay a guaranteed price for every tonne of glass returned to them, what used to cost local authorities money can now make them a profit. Which can be used to help buy kidney machines for the local hospital, or spent on other community projects.

In two years public response to "Save at the Bottle Bank" has developed into the regular habit of saving glass for thousands of people. In fact response has been so great that the glass industry, in co-operation with local authorities, is now expanding the scheme to 200 towns and cities.

Setting a target to recycle 150,000 tonnes of glass a year

This will reduce the demand for virgin raw materials which, although plentiful in Britain, entails considerable quarrying activities.

But, more important, the use of recycled glass—or cullet as it is called—also reduces the fuel consumption of the glass-making furnaces.

So Britain saves 4,000,000 gallons of oil each year

## INVESTING IN THE FUTURE

The Bottle Bank scheme is one of the ways in which the glass industry is looking to the future. Important, but only a part of a major programme of investment.

For example: continuous research into glass melting technology has reduced average fuel consumption by 18% since 1970.

Lightweight bottles such as the daily "pinta," continue to be developed, using 25% less glass, but retaining all the strength of their predecessors. Helping to reduce material and energy requirements accordingly.

## NEW ECONOMIC USES FOR CULLET

There will always be some parts of Britain which are too far away from the glassworks for recycling to be economical. So the industry has sponsored research into new uses for waste glass. As a result floor tiles and surfacing and cladding materials, containing 75% crushed glass, have been developed. Providing yet another outlet for people's empties. Proving that just because glass is inexpensive, that's no reason to waste it.

## RECYCLABLE OR RETURNABLE

All glass can be recycled time and time again, without any quality loss.

But this is not to forget the returnable bottle which frequently offers great economy and efficient use of resources. Over 50% of packaged beer and soft drinks are sold in refillable deposit bottles. The daily doorstep delivery of milk owes its continued existence to the returnable glass bottle.

But by recycling the non-returnables, the glass container industry is saving raw materials, money, and energy.



**BANK ON GLASS FOR THE FUTURE.**

Glass Manufacturers Federation, 19 Portland Place, London W1N 4BH. Telephone: 01-580 6952.

# Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHÖETERS

## • MATERIALS

### Priming paint for rusty surfaces

AN ANTI-RUST primer called Rusted which has been on the market for about two years has now been incorporated in a solvent-based quick-drying resin paint.

The product is claimed to be particularly suitable for treating rust on vehicles, will adhere on existing cellulose and accept most primers and finishes. It can be over-coated when hard dry which would not be less than two hours after application and most good quality finishing gloss paints can then

be applied.

Application can be by brush, roller or spray directly on to the rusty surface. It is recommended that loose, flaky rust be removed by wire brush—it is not necessary to pretreat light rust although unsound paint films with rust beneath should be removed as Solvent Rusted is only effective if it comes into contact with a rusty surface.

The product is being manufactured by R. J. Hamer, Miles Road, Mitcham, Surrey CR4 3YB (01-648 2064).

## • HANDLING

### Semi-automatic strapper

INTENDED FOR general industrial use but with particular applications in the agricultural, horticultural and fishery industries is a semi-automatic strapping machine from Pakseal Industries, Pakseal House, Cordwaller Estate, Maidenhead, Berkshire (Maidenhead 26381).

Two design features of the Man-O-Mat are: vertical mounting of the strap tensioning and

### Dual-role intercom

AN INEXPENSIVE intercommunication system offered by ITT Teryphono consists of a master station to which can be connected up to nine sub-units.

Each sub-unit can be called independently from the master, or they can all be called at once. Simple press button operation for calling and for speaking are provided; on the master station a self-latching security button when pressed allows sounds picked up in the

room in which it is installed to be heard in other rooms. Apart from the obvious security value, the system can also be used as a baby alarm.

The master unit is plugged into the mains and the sub-units are supplied complete with cable and cable fixings. All the units have self-adhesive pads to allow fixing to desk, table or wall.

More from Stafion Approach, London Road, Bicester, Oxon (08692 44661).

## DATA ENTRY STAFF?



How can you improve your computer operation?

One answer is to optimise input.

At the moment your input is probably through specially-trained data entry staff. Before they even start to enter their data has to be collected, checked and collated, possibly from a wide variety of sources... from the floor to senior management. The point is, you're already employing these sources to generate the data... and then going through all sorts of costly procedures to get their information into another form.

So why don't they do it themselves?

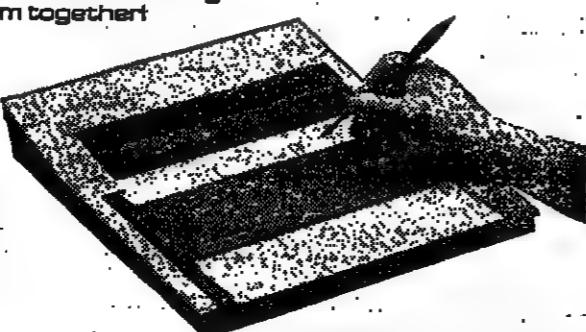
Now, with MICROPAD all employees can be responsible for their own data entry.

The MICROPAD terminal captures hand-printed alphanumeric data at the time of writing. Each character is recognised, converted into standard code and transmitted to your computer. Immediate feedback and data recall is provided on the integral display... changes or corrections are

affected by overwriting. Only minimal training and reorganisation of clerical procedures is required. The flexibility is fantastic.

The factory foreman can pencil-in his workload straight to the computer; senior executives can access direct... with security; the academic, however remote, can put his reputation on the line literally; the security officer can record the facts as he sees them; the medic can input vital patient data; and even the most temporary help can become a computer user... as fast as she's shown how to make the coffee.

You have the computer. You have the staff. Let MICROPAD bring them together!



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PRINTED IN ENGLAND BY THE TIMES PRESS LTD. 01-891518. 1982. 01-891518. 1982.

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## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LOREN

## How to get rid of your personnel manager

Jason Crisp on how microelectronics must radically affect managers

BRITISH companies may be slow to adopt microelectronics. They may be several years behind competing nations in the application of electronics. But "there is no doubt that British managers are very, very aware of their potential impact," says James Cooke, a consultant with PA Management Consultants.

It is his job to lead the PA team which is running the microelectronics awareness campaign for the Department of Industry.

Cooke identifies a very serious gap — in awareness and interest — among mechanical engineering companies in the Midlands and London. "If there is one area which is going to be affected most it is mechanical engineering," Cooke told managers at the recent annual conference of the Institute of Personnel Management in Harrogate.

If awareness levels in the UK may be rising fast, this probably owes much to those trade unions which have expressed alarm at both the possible effects on employment and at management's unpreparedness.

## Change fast

Cooke says the companies used as case histories by his consultancy took typically between three and four years to move into the application of microelectronics. "So if we are already several years behind we are going to have to change fast."

The dramatic changes on the working lives of the unskilled and the office worker are being seriously discussed. But Cooke suggested that the biggest cultural change would be that experienced by management.

"I think successful companies in the UK have," he said, "a clearly defined hierarchy of management built to control and discipline the workers to produce standard responses to standard circumstances."

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mass clerical unemployment. It had not so far, he said, because there were three requirements for a complete and workable system. First it requires a simplicity of approach which is beyond that of most commercial computer departments; second a reliability of operating systems and equipment that is beyond most computer manufacturers; and finally a reliability of communications links that is beyond the Post Office.

• "financial procedures designed to control, and by that I mean eliminate, the growth of peripheral risky expenditure on projects that are not central to the company's purpose;

• "accountant-led management, oriented to short term goals;

• "product-plans built round marketing and selling power, price and PR rather than new and therefore risky technology;

• "relative ignorance of Japan and Taiwan".

By contrast he cited Texas Instruments, which is particularly concerned about the tendency to kill a revolutionary idea with traditional thinking.

"A combination of ready access to seed money for their scientists — up to \$25,000 to test a new concept — 10 per cent research and development directed into high risk ventures, rotation of entrepreneurial talent within the engineering centres and an aggressive stock ownership scheme — all play their part. Above all, their time horizons are 10 years, not two."

On the contentious problem of large scale losses of production jobs, Cooke said that PA's evidence, and that of the Massachusetts Institute of Technology, did not indicate this would happen — although he admitted the evidence was not conclusive.

A major application of the new technologies, he said, would be in energy conservation, where there were no job losses. "In none of the product case histories did we meet with significant redundancies. We did however meet the need to restrain, to restructure and to review the traditional roles and functions within the labour force."

The only question is timing, our ability to shift, and at the end of the employment day our ability to match those skills needed with the residual skills available."

Speaking at another session of the UPM conference Philip "the chairman of the Conservative Computer Forum, questioned whether the recent dramatic fall in the cost of on-line computers could result in

hardly going to involve greater labour numbers." More intelligent instruments would increasingly replace the need for labour intensive manual operating checks, he forecast.

But Cooke emphasised that these changes would not happen overnight — as he said, four years is the average time taken on product development, for many companies it would take even longer.

"There is therefore, the real opportunity for manpower plans and corporate strategies to work hand in glove to support each other — and given the right environment, they must."

But, he warned, manpower planners face a hostile environment, not least because the employment environment was likely to take a change for the worse.

"On the one hand it is hard to see a bolt-hole for the unskilled and semi-skilled once the new technologies have made inroads upon mechanical and general engineering, upon traditional areas of manufacture and indeed on the largest areas of service employment.

It is always safe to give such a guarantee, he suggested, "because during implementation and for about three months afterwards you need every member of staff since the system goes up and down like a yo-yo, while your telephone switchboard and the local Post Office engineers learn how to give you reliability in practice, and not just in theory."

Then, for about a year, the staff have to clear up the backlog and get thoroughly on top of the job, said Virgo. Then he said, "you begin to regret the 'no redundancy' guarantee because, with the end of regular panics and frustrations, your normal staff turnover has dropped and your contented staff are staying."

"Suddenly, about 18 months after implementation, your good second line staff start leaving: supervisors, deprived of the opportunity to demonstrate their skills and exercise authority in a crisis, are looking elsewhere. Clerks, no longer scared of computers, want to become operators or even programmers."

"Soon only the managers and the second rate, who were originally terrified of computers, but now reliant on them, are left and the savings have been made. Finally bored with no one to talk to, the personnel manager leaves and is not replaced," Virgo told the personnel managers.

It was, says Edwards, "a struggle." He pushed on by attracting a few experienced workers into the region, though many more had to be trained by the company itself. Large as a result of this, all shop floor worker training is still done in-house, though Presco has helped to develop courses in collaboration with the expanding local technical college, for such people as drawing office staff.

Edwards' reasons for staying in Newtown are diverse. In the first instance it is clear that he had little option but to press ahead. He had a shortage of workers to overcome, but at first he had a new factory, rent free for two years, and other

opposite experience," says training and employee subsidies.

Then, after he had overcome these initial difficulties and established himself he found that other problem areas had arisen "themselves. More services had moved into the area, for example, he could get his precision tool manufacturer based locally and a precision tool manufacturer had become established locally. Also, Midlands suppliers "had become aware of Newtown as a growing customer area," so regular calls from representatives and regular deliveries were made.

Additionally, the Mid Wales Development Corporation (the forerunner of the development board) had been helpful in solving problems — it waste disposal or housing for workers — and a positive attitude on planning. "Instead of spending time haggling with local authorities we have had precisely the

pros against the cons. It is perhaps even more significant a factor given that early forays into rail transportation proved unrewarding and have been abandoned, with little likelihood of resurrection."

Then again, as Edwards points out, virtually every telephone call you make from a development area

around £100m a year.

## Portable building maker moves itself to Wales

BY NICHOLAS LESLIE



John Edwards went to Wales because "the Government forced us out of the Midlands."

ANY ONE of Britain's development boards or corporations would be only too happy to have someone like John Edwards on its side. After all, each development area is, by definition, at some form of industrial disadvantage and is trying to attract or revive an inflow of companies to create employment. As chairman of one of the first companies to be enticed to Newtown, Powys, Edwards provides encouragement by being an enthusiastic ambassador for his adopted region and for the Development Board for Rural Wales.

Such enthusiasm is rather ironic. For Edwards, whose company Presco makes a range of portable buildings, never wanted to go to Wales. He went to say "because the Government forced us out of the Midlands." This was because he could not get an industrial development certificate 10 years ago when he wanted to build a factory in Stoke-on-Trent.

Another surprising aspect of his attitude — despite his evident present-day prosperity — is that his move to Wales very nearly crippled his company, which was then barely 18 months old and thus still very vulnerable.

For although he found himself with a nice new factory, within three months of moving, 13 of the 14 people who had followed him from Stoke-on-Trent had returned home.

So he was suddenly left looking for replacements: he need was for machine operators, welders, plumbers, sheet metal workers and the like in an essentially agricultural area desperately short of skills he needed and, despite Government assurances to the contrary, a shortage of training facilities.

Soon only the managers and the second rate, who were originally terrified of computers, but now reliant on them, are left and the savings have been made. Finally bored with no one to talk to, the personnel manager leaves and is not replaced," Virgo told the personnel managers.

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around £100m a year.

The first test of this community came six years ago when extra production capacity was needed. Edwards theoretically had a free choice since no real constraint existed on his site, a factory back in Stoke-on-Trent or in some other industrial area.

But to his mind the pluses outweighed the minuses and he enlarged his Newtown factory. If his expansion continues as he expects it won't be long before even more capacity is needed and he has already decided that this will again be on his Newtown site.

Of course, weighing up the pros and cons is very much a personal affair for Edwards. It is because with a few other shareholders, he owns

51 per cent of Presco, that he is able to make his decision. Edwards' reasons for staying in Newtown are diverse. In the first instance it is clear that he had little option but to press ahead. He had a shortage of workers to overcome, but at first he had a new factory, rent free for two years, and other

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Then again, as Edwards points out, virtually every telephone call you make from a development area

around £100m a year.

But the key factor is maintaining a presence in the area to keep his business alive. Edwards' business is based there, he says "that if we had been wedged into a tight

industrial area after a short time, we would have had to consider moving out."

## Business courses

Microelectronics for Non-Electronic Engineers, London, December 10-14. Fee: £250. Details from Bressdale Computer Systems, 7 Church St, London SW19.

Janner's Complete Law for Managers, Oxford, December 2-7. Fee: £450 (plus VAT). Details from Accredited Management Development, Six Sheet Street, Windsor, Berks, RG2 3PH.

Marketing Management Course, Brussels, December 10-14. Details from Management Centre Europe, Avenue des Arts 4, B-1040 Brussels, Belgium.

Self-insight Assessment Centre, Brunel University, Middx, December 3-7. Fee: £325. Details from The Secretary, Brunel Management Programme, Brunel University, Uxbridge, Middx, UB8 3PH.

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# Controls coming on Eurodollars

BY SAMUEL BRITTAN

THE FICTION that Eurodollars—the "do not count" as part of the world money supply—is about to be punctured. A short visit to Washington and New York is sufficient to demonstrate that the American authorities are not prepared to tolerate for much longer the undermining of their own brave attempt to control the reserve basis of the U.S. money supply by the indefinite expansion of a form of money subject to no reserve control at all.

Studies were commissioned by central banks at Basle several months ago; and although these reports underline complexities and difficulties, they mostly agree that the Euromarkets—or xenomarks as they are sometimes called—afford both the world rate of inflation and the monetary policies of individual countries.

## British

U.S. policy-makers regard the British as the greatest foot-draggers on Eurocurrency controls—one of the unfortunate effects of the Bank of England's dual role as central bank and spokesperson for the financial community. I took the liberty of predicting that the British attitude would change once the revolutionary implications of the abolition of exchange control had been taken on board—not only the cost, but any form of domestic monetary control can be undermined by UK residents borrowing overseas (or "Euro") sterling. The most likely compromise is an international agreement to limit the growth of these off-shore currencies to the same rate as their equivalent, leaving the exact mechanism to the central bank concerned—thus the British or the Swiss would be able to use capital rather than reserve ratios if they preferred, so long as the quantitative targets were reached.

Federal Reserve calculations of the total of Eurodeposits so far exceed those of the Bank for International Settlements. In eliminating double counting, such as interbank liabilities, the Fed puts net Eurodeposits at \$350bn. About 75 per cent of the total is in U.S. dollars. Of these about \$80bn "should" be available to all interests and purposes of the U.S. money supply. Governor Henry Wallace pointed out in a speech on October 11 that this amounted to 15 per cent of the U.S. money supply on the narrowest "M1" definition.

More important is the fact that Eurodeposits are growing at about 20 to 25 per cent per

annum, much faster than the domestic money supply of any major industrial country. Recently the "Euro" component has added about 1 per cent per annum to U.S. monetary growth, but this component is likely to rise as the offshore markets expand.

## Expansion

The Federal Reserve and other central banks could try to offset the expansion of overseas deposits by tightening their domestic monetary policy. The Euromarkets do not manufacture dollars, sterling or marks with no reserves at all. But the reserves are chosen by the banks themselves and not laid down by authority. This enables them to pay more for deposits and charge less for loans than their domestic competitors. They are in fact like those U.S. domestic banks which are not members of the Fed system and whose numbers have been increasing recently. That is why Mr. Paul Volcker once described the Eurodollar market as "a giant non-member bank."

The trouble with tightening domestic monetary policy to offset the growth of euro-markets is that this would impose disproportionate sacrifices on borrowers, for instance small businesses, who did not have access to the Euro-markets. It is also far from clear by how much domestic policy can be tightened. The growth of dollar or sterling deposits overseas has some potential effects on the dollar and sterling exchange rates and on inflation rates but these are not necessarily on a one for one basis with domestic deposits.

This whole giant leak in monetary control will have to be tackled from both sides. Not only will the Euromarkets have to be made more like the domestic markets but the domestic markets will have to take on more of the characteristics of the Euro ones.

This will mean in the case of the U.S. paying interest on reserves with the Fed; and in the case of most countries adjusting officially prescribed reserve ratios to something nearer the levels that the banks themselves would choose for prudential reasons. The whole Euro phenomenon is but one example of the tendency of markets to find a way round official controls; and monetarists who usually proclaim that they are market economists will have to find ways of working with the financial markets rather than against them.

John Craven's Newround. 5.06 Blue Peter. 5.35 Paddington. 5.40 News. 5.55 Nationwide (London and South-East only). 6.20 Nationwide. 6.55 Angels. 7.20 The Rockford Files. 8.10 Panorama: The Immigration Game. 9.00 News. 9.25 The Monday Film: "Steel Cowboy," starring Rip Torn. 11.00 Film: 78. 11.30 Roadshow Disco. 11.55 Weather/Regional News. All Regions as BBC-1 except at the following times—Scotland—11.00-11.20 am For

Richard Chamberlain. 12.20 am Gramophone Late Night Headlines.

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New Theatre, Cardiff

## Ernani by RONALD CRICHTON

Welsh National Opera, a few lingering doubts. He and his designer, Maria Björnson, have worked round to *Ernani*, richest and most satisfying of the early works. Judging from the enjoyment of the full house at the second performance (Friday) they have another success to their credit. They were wise to wait until now, when the company style has settled down, and in Richard Armstrong they have a musical director who can give this full-blooded score the 'savage sincerity' Toye found in it and also a consistency producing a remarkable impression of unity suggesting that Verdi's quite un-Wagnerian way of blending 'numbers' with through-composition was already latent. The playing of the WNO Orchestra stood the test of scrutiny from the front row of the stalls—Verdi's accompaniment figures rarely sound crude when they are given such fullness.

Elijah Moshinsky's production convinced at the time but left

our own time, by moving the basso cantante the music calls for (the first act cabaret is included, though it is hardly worth having).

Two minds about the *Elvira* of Suzanne Murphy. The soft-grained timbre is, as ever, appealing. Miss Murphy has the measure of the big phrases but within those phrases notes are sketched rather than sung, intervals are vague and attacks often weak. She suggests not so much a malleable Spanish lady as a worried country maid perpetually about to slide into a mad scene. The best singing came from Cornelius Ophöf as the King, Don Carlos. Mr. Ophöf has the harlotish distinction of presence that so cruelly eludes most tenors. The bel canto writing gave him some trying moments (well it might) but on the whole style and an agreeable if not large voice won through. Mark Hamilton (versatile, interesting artist) made much of the small role of Don Riccardo.

Kenneth Collins takes the title-role, more convincing as outlaw than as the Aragonese grande. *Ernani* really is (Mr. Collins must practise removing his pilgrim's disguise more nippily), but we have few tenors who can send this music sailing so roundly and confidently across the orchestra. In the difficult, complex role of Silva, *Elvira*'s uncle, guardian and passionate worder, victim of the Castilian code of honour, Richard Van Allan compels respect for never appearing ridiculous or losing dignity, but he is not quite the

singing screens confused the hidings in closets or behind pictures.

Hugo's flouting of the three unities, more drastic than British playwrights' revolt against the well-made play in

Greenwich

## I Sent a Letter to My Love by B. A. YOUNG



Rosemary Leach and Richard Owens

Wigmore Hall

## Nash Ensemble

Within the wider framework of the Wigmore Hall's Faure series, the Nash Ensemble are giving six chamber concerts mainly but not exclusively by French composers—each evening includes one work by Mozart. On Saturday a full house heard a most enjoyable programme of which, for most of the audience, the main work must have been that quasi-novelty, Faure's Second String Quintet in C minor, op. 115, much and rightly praised on paper, but rarely performed. They also heard a group of Faure's finest songs (Poulenc's cycle *Le Travail du peintre*, his sextet for wind and piano, Debussy's Clarinet Rhapsody, and Mozart's Oboe Quartet).

Things do sometimes change for the better, even in the murky musical world. Even a few years ago such an enticing schedule as the Nash Ensemble offered on Saturday would only have drawn a small audience. One of the stumbling blocks would have been his 'style'. This meant there wasn't quite enough distinction of mood between the first and the long and lovely slow movement, even though they were separated by a brilliant account of the scherzo, an extraordinary re-

This is a simple, charming story, clumsily adapted by Bernice Ruhens from her own novel. When Amy Evans, a middle-aged spinster of Porthcawl, daringly advertises in her local paper for a penfriend, her only answer comes from her crippled brother Stan. She replies in character as Blodwen, to keep the matter confidential, and their correspondence ripens to the point where she has to hire an actress to come and play the part of Blodwen on a visit.

The results are unexpected. Stan is disappointed at meeting his correspondent in the flesh, but having been lured into the trap of love, he proposes instead to Gwyneth Price, another local spinster. Poor Amy has become so much identified in her own mind with her imaginary alter ego that when the engagement is announced she has a hysterical collapse and becomes a cripple herself.

Now the characters are beautifully drawn, the acting is delightful, and a good deal of the rather long evening is most enjoyable. But, the story is easily spread over the play. The first act comes to a natural curtain twice before we break for

the interval, and on one such occasion, where Stan and Amy go for a picnic on the sands, the lights are lowered and half the audience began its trek towards the bar. The second act also reaches a natural climax at least once before the curtain.

A story so simple ought surely to be more effectively adapted for the stage, and I am inclined to blame the director, Alan Strachan—otherwise impeccable—for not pointing out to Miss Rubens where she has gone wrong. I have always believed this to be part of a director's duties, especially when dealing with inexperienced playwrights, but it is a duty that seems to be increasingly overlooked.

The playing at any rate is pleasant throughout, with a beautiful performance by Rosemary Leach as Amy—not nearly as ugly as the script suggests—and a moving one by Richard Owens as Stan.

Gwyneth, the kindly neighbour with her daily gift of newly-baked bread, is prettily done by Rhoda Lewis, and her elder brother Huw by Denys Graham.

Peter Rice has designed the duplex set of sitting-room and bedroom in the Evans house.

These are not as might be supposed, the memoirs of some sprightly evergreen thespian, but the whimsical ramblings of a West Country gardener. Adapted by Alfred Shaughnessy from Reginald Arkell's 1950 novel, we are ushered by old Bert Pinnegar into a beautiful little green house on the edge of a large estate in Devon. The lady of the house has retired to Torquay, but Bert has been kept on out of sympathy by the new residents. Surrounded by yellow chrysanthemums, pink cyclamen and all manner of potted greenery and garden tools, he meanders gondolier-like through a life of contended subservience.

We hear how the under-housemaid fell for his tales of begonias and field mice; how, as a boy, he won a prize for his collection of wild flowers; how he became known as a local 'character' for his stout defence of a rickety stile in the face

of adverse parish council opinion: how he achieved glory and small fame for an outspoken speech when adjudicating a Combined Counties show between the Wars. It is all gentle and undemanding stuff, but the stuff of fireside nostalgia rather than of the theatre.

Roger Hume has a few acts to follow as a one-man entertainer at this address. Trusty and reliable though he be, he displays none of the virtuous of less close family kinship.

He was offered an insight into the hoarding, squirming side of the composer that was a happy extravagance only a large permanent company can afford.

Behind the decorations, both

of the text and of the production, I thought the play was hollow as a strip-cartoon. Only once, when Mr. Sondeld gave his long speech about the inaccuracy of God, did I feel that I was in the presence of masters.



Simon Callow and Paul Scofield

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Elizabeth Hall

## Stravinsky Festival

It was the achievement of Friday's London Sinfonietta concert to be festive, exhilarating, and didactic, all at once. An essential lesson in Stravinsky came at the start. Michel Bérot's cool and witty traversal of the 1921 *Les Cinq Doigts* was followed by the orchestration and slight adaptation of the piano pieces undertaken four decades later; in the juxtaposition we were offered an insight into the hoarding, squirming side of the composer that was a happy extravagance only a large permanent company can afford.

The production, as I said, is decorative, and needs to be. John Burry's handsome set, radiant with the cultured elegance of the period, has a proscenium arch at the back and makes me think, not for the first time at the Olivier, that the play is better suited

to the Lyttelton. Behind the proscenium a line of Viennese citizens appears now and then to express approval, curiosity, alarm or what have you, a happy extravagance only a large permanent company can afford.

Behind the decorations, both

by DAVID MURRAY

Agacories . . . struck home. Ginastera's crudely affective Sonata finds its raison d'être in playing of exact brilliance; here, the taut syncopations of the Allegro marcato were fractionally loose, the shudders of the slower surfaces were properly limpid in the gentler pieces among his generous Suite group, though the short bright bursts of the Presto, misterioso were always too loud, the motor-chatter of the finale became only a wailer of sound. Lawson happens to be a competent

pianist, and does not cultivate purely executive refinements.

In his perceptive account of Elliott Carter's 1948 sonata, underarticulated running passages lost a little of the drive of the writing. Neither lines nor surfaces were properly limpid in the gentler pieces among his generous Suite group, though the short bright bursts of the Presto, misterioso were always too loud, the motor-chatter of the finale became only a wailer of sound. Lawson

gives a fair picture of the score.

The performance, in fact, seemed to me one of Mr. Atherton's rarer Stravinsky failures: the lyrical episodes were allowed to smoulder on easily, inviting insipid ears over the crispness of articulation that even the most limpid, Attila side of this composer demands. If Orpheus was a slight disappointment, it made way for the more sprightly account of *Rag Music* and David Atherton's sprightly account of the marvellous *Ron�me*. Both highlight an attitude to the dance-music fashions of 1918 simultaneously arid and fastidious.

We also heard two scores seldom given in concert, that nevertheless belong with the best of the Stravinsky oeuvre. The serial *Movements* (1958-59) for piano and orchestra was played twice—unnecessary if the justification was musical com-

RUGBY UNION BY PETER ROBBINS

## England still seek half-backs

AS NEW ZEALAND beat the Midlands 33-7 at Leicester it was very apparent that some of the losers had been over-promoted and one or two had declined from previous competence.

What should have been a hard test for the tourists turned out to be a second-half romp, thanks to a succession of errors by the Midlands.

With the All Blacks visiting Europe almost annually, part of the mystique built up over the years has been lifted, yet each team sent has a similar stamp.

This one could not claim to be as classy as any of its predecessors, but with Mourie as captain it is set the highest possible example in play and sportsmanship. Mourie's ubiquity on the field is extraordinary. He and the management have, so far, cleverly hidden comparative weakness in the scrum by a blanket drive into the rucks. When a man goes down on either side, so the All Blacks forwards home on to each other to 'drive' over the ball. It is something we have admired for years and tried with only partial success to imitate.

The New Zealanders gave each other tremendous support, and when Fleming the lock forward got up to take the final pass for the last try the effort was typical, because the move-

ment had begun from well inside the tourists' half and from yet another Midland mistake.

The ability of the All Blacks to turn opposition errors into scoring chances is their greatest asset. In this they were greatly encouraged by the play of Taylor in the centre.

He is one of the most exciting New Zealand backs to visit us, with his speed, determination and eye for the gap from both set and broken play. He either managed to stay on his feet when tackled, or, if brought down, made the ball go round the black herd thundering behind him.

Taylor and Stuart Wilson, the right wing, are both players of quality. The other Wilson, at full-back, showed massive confidence in counter-attack.

With the international against New Zealand only three weeks away, the England selectors would like to announce their men a week today, but they would be well advised to wait for the Northern Division game against the tourists on November 17.

A solution to the half-back problem is certainly no nearer after Saturday's game.

Peek, if a strong player, is a little slow in the pass and lacks much inclination to run. Still,

he is steady, and that is a vital quality.

Smith, of Sale, has been playing well this season, but a successful game for him, as with Cusworth, depends entirely on operating behind a dominant pack. His, and Cusworth's, inclusion would be a sign of optimism yet would add another risk to those the selectors have to take elsewhere.

Cusworth had a great chance to prove himself on Saturday, but against top-class opposition his cheek is ruthlessly exposed and stiffer. The alternative is John Horton, because Huw Davies seems to have been excluded from consideration.

The one bright note on Saturday was struck by the centres, Dodge and Woodward, both of Leicester. Woodward had the speed to go round the outside, and it was Dodge's excellent passing that gave him the room for such opportunities. Both need to put their men down more decisively in the tackle, at least, make the opposition go for the ball with foot rather than hand.

Knee and Perry on the wings, both made vivid contributions. I would like to see Perry soon in his usual position of fly-half, because he looks a gutsy player as well as a most able one. The

thought of his eventually pairing up with Melville of Yorkshire is enticing.

The Midland pack was a serious disappointment, particularly at the short line-out where communication between thrower Wheeler and Field and Nigel Horton was over apparent. New Zealand took advantage of this, and, further, Haden out-jumped both Horton and Field in the more conventional formations.

Wheeler had a great chance to put his All Blacks' success came from putting down, but this only induced error in Peck at scrum-half. Field was out of his depth and Horton was patiently upset. Horton has so much to offer English rugby, yet on Saturday's evidence he scarcely deserves to be selected. England may be obliged to pick him *je ne sais pas*.

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Olivier

## Amadeus

by B. A. YOUNG

Peter Shaffer has retold the story of how Antonio Salieri poisoned Mozart, with some romantic decorations of his own. This is how it goes in his version:

Salieri is Court Composer to the Emperor Joseph II. In 1781 Mozart arrives in the capital, having sacked his Archibishop (or vice versa) and Salieri, overwhelmed by the sounds of the wind serenade K364, begins to see him as a rival. More than that, however, he had dedicated his talent to God, and when he realises that Mozart's talent is greater than his he accuses God of ingratitude and doubts his nemesis eterno, eternal enemy.

A curious enemy, for Salieri triumphs both at court and in the opera house while Mozart, denied promotion by Salieri's machinations, dwindles into a squallid poverty that his conductor and his exiguous pay as Kapellmeister do little to alleviate. Salieri is not concerned with prosperity but talent. As Mozart struggles to finish his Requiem (and who was the mysterious stranger who commissioned that?) Salieri haunts his lodgings in a black mask and leaves poisoned wine on the doorstop. Mozart goes to his pauper's burial and Salieri progresses to his guilt-ridden old

age.

Despite a commanding performance by Paul Scofield as Salieri, on stage for virtually the whole three hours of the play, there is no life in Mr. Shaffer's story. Salieri recounts it in the manner of an illustrated lecture. Discovered in old age in his apartments, crying "Pietà, Mozart!" to the world while the world, represented by two "verticilli" little breezes that blow the rumours and look like two Mad Hatters, comment on the tale. Salieri is said to have told the play is better suited

to the Lyttelton. Behind the proscenium a line of Viennese citizens appears now and then to express approval, curiosity, alarm or what have you, a happy extravagance only a large permanent company can afford.

Behind the decorations, both

of the text and of the production, I thought the play was hollow as a strip-cartoon. Only once, when Mr. Sondeld gave his long speech about the inaccuracy of God, did I feel that I was in the presence of masters.

May Fair

## Old Herbaceous

by MICHAEL COVENY

These are not as might be supposed, the memoirs of some sprightly evergreen thespian, but the whimsical ramblings of a West Country gardener. Adapted by Alfred Shaughnessy from Reginald Arkell's 1950 novel, we are ushered by old Bert Pinnegar into a beautiful little green house on the edge of a large estate in Devon. The lady of the house has retired to Torquay, but Bert has been kept on out of sympathy by the new residents.

Surrounded by yellow chrysanthemums, pink cyclamen and all manner of potted greenery and garden tools, he meanders gondolier-like through a life of contended subservience.

The playing at any rate is pleasant throughout, with a beautiful performance by Rosemary Leach as Amy—not nearly as ugly as the script suggests—and a moving one by Richard Owens as Stan.

Now the characters are beautifully drawn, the acting is delightful, and a good deal of the rather long evening is most enjoyable. But, the story is easily spread over the play. The first act comes to a natural curtain twice before we break for

the interval, and on one such occasion, where Stan and Amy go for a picnic on the sands, the lights are lowered and half the audience began its trek towards the bar. The second act also reaches a natural climax at least once before the curtain.

A story so simple ought surely to be more effectively adapted for the stage, and I am inclined to blame the director, Alan Strachan—otherwise impeccable—for not pointing out to Miss Rubens where she has gone wrong. I have always believed this to be part of a director's duties, especially when dealing with inexperienced playwrights, but it is a duty that seems to be increasingly overlooked.

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A story so simple ought surely to be

## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Monday November 5 1979

## Chrysler rescue discomforts U.S. free-market zealots

BY STEWART FLEMING and IAN HARGREAVES in New York

## The secrets dilemma

SECTION 2 of the Official Secrets Act 1911 has at least one saving grace: it has come to be recognised as so absurd that it is rarely invoked. The Section makes it an offence for any person holding office under Her Majesty to communicate without authority to any person any information which he or she has obtained because of his or her official position and for any person to receive such information.

As the Frank Committee commented in reviewing the working of the Act in 1972: "All information which a Crown servant learns in the course of his duty is 'official' for the purposes of Section 2, whatever its nature, whatever its importance, whatever its original source."

**Disease**  
If the Section were taken literally, it would mean that practically no official information would ever be disclosed except at the whim of the government of the day. Alternatively, there might be a series of prosecutions of civil servants and journalists for passing on the sort of information which appears in the newspapers on an almost daily basis.

Governmental on the whole have been wise enough to avoid any such nonsense. From 1945 to 1971 prosecutions under Section 2 of the Act averaged about one a year. Since then there have been even fewer, and the number of convictions has declined even further. In effect, the Section has fallen almost into disuse with the almost complete exception of cases which concern itself are said to concern the security of the realm.

In recent years there has been a number of calls for reform including the report of the Franks Committee, which was itself set up by the Government in response to the recommendations of the Fulton Inquiry into the civil service in 1968. The Fulton report said bluntly: "The Government should set up an inquiry to make recommendations for getting rid of unnecessary secrecy in this country. Clearly, the Official Secrets Act would not be included in such a review."

The dilemma facing reformers, however, has always been simple to state, if hard to resolve. It is that in replacing

FOR THE Government to support Chrysler would be a mistake, it would be to follow the British route of giving geriatric support to weak companies.

So says Mr. Reginald Jones, chairman of General Electric of the U.S. and of perhaps the most influential big business lobby in the country, the Business Roundtable.

Last week Mr. Jones learned that the view he stands for has not prevailed over the electoral considerations of the Carter Administration. The President on Thursday launched a bill to authorise \$1.5bn in loan guarantees to keep America's third biggest motor company in business.

What has already been one of the most heated public debates in U.S. business history, with extravagant claims made on both sides, will now continue in Congress which has to pass the Administration's bill to release the aid.

Those who go along with Mr. Jones believe that to save Chrysler is to abandon the principles upon which American free enterprise is based — to reward failure at the expense of success and, most ominous of all, to take another ill-fated step along the path Britain has been treading, whose inflationary welfare-state tendencies hardline free-marketeers see haunting the American way of life at every turn these days.

Against these zealously held views the pro-Chrysler lobby, driven by a well funded campaign from the motor company itself and backed by the politically powerful United Auto Workers Union, has argued that Chrysler's problems result largely from the Federal Government's previous interference with the free market. These include draconian anti-pollution and energy-conserving new design standards for cars which are forcing the U.S. motor industry to undertake billions of dollars of capital investment dollars which Chrysler simply cannot afford.

**The political calculations**

On a more philosophical plane it is held that a prosperous society must be prepared to finance change with the minimum pain and social disruption that to risk ditching between 200,000 and 300,000 people at Chrysler, its dealers and suppliers is intolerable.

The ideological debate, and the political calculations that parallel it, are evenly balanced and nobody is sticking his neck out to forecast what Congress will eventually decide, especially now that the Administration has given the companies' independence a hostage by doubling the anticipated size of the Federal Government's commitment.

In 1971 a package giving Lockheed Aircraft \$250m of federal loan guarantees only passed the Senate by a single vote. The precedent of that decision, and the fact that the Federal Government now has outstanding around \$250m in loan guarantees which have mainly gone to

special case industries like shipping and agriculture, is ammunition for Chrysler.

There are in reality however, few convincing parallels between Lockheed and Chrysler. The aircraft company had run into serious trouble only on a relatively small part of its business — the L1011 TriStar. The rest looked and proved sound. It was also possible to make out a convincing case that Government intervention in the shape of contract disputes with the Pentagon and the UK Government's handling of the Rolls-Royce bankruptcy had hit the company.

Above all, in the case of Chrysler, virtually the whole of the company's business is threatened, opening up the possibility that Government aid will only lift the lid on what will prove to be a bottomless pit of financing needs along the lines of UK experience with British Leyland.

The reasons for Chrysler's plight may seem startlingly simple when expressed by the company's chairman, Mr. Lee Iacocca. "A microcosm of all that is wrong with American business" is how he puts it, referring to the impact of Government regulations and a mistaken tendency to feel insulated from pressures in the world economy.

But in reality bad management must take much of the blame for the company's problems as frequent changes among top executives in recent years suggest.

The company it seems has failed too regularly to build the right car at the right time and been caught unprepared by shifts in customer preferences. Failures which have sapped its strength for more than a decade, making it ever harder to halt the downward spiral which has brought it to the brink of bankruptcy.

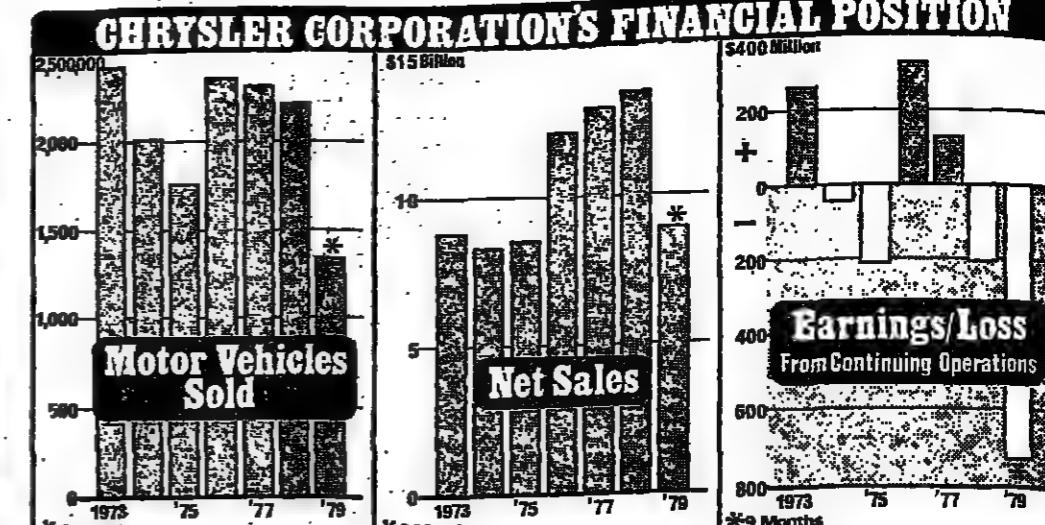
Lately Chrysler has been unable to cope with the aftermath of the 1973 energy crisis. The rollercoaster ride which the U.S. economy has taken since then and the changes this movement have induced in the car market, it sank into heavy losses in 1974 and 1975 raising serious doubt about its survival. It has also struggled in the last year in 20, 25 new models of acceptable quality into the marketplace at the right time. Then in the late spring of 1978, as the petrol shortages began to bite and consumers began to shift towards smaller vehicles, it found unwanted large cars sitting up in stock, one of the reasons for its \$400m loss in the third quarter.

Its decline can be seen in the erosion of its market share in the U.S. from 13.2 per cent in 1976 to 10.7 per cent so far this year with a similar trend in its major U.S. competitor. Its problems have been the expanding share of the U.S. market taken by imports which are running at around the 20 per cent level this year, with more than two thirds coming from Japan.

Chrysler's chairman, Mr. Lee Iacocca, argues that if Chrysler can avoid General Motors and Ford will not pick up Chrysler's customers and will import



Mr. Lee Iacocca



penetration will rise to over 30 per cent, meaning more lost jobs.

These pressures have not only hurt Chrysler, which with its 140,000 employees and sales last year of \$13.6bn is the country's tenth largest industrial company. Both General Motors with sales revenues of \$63bn worldwide, and Ford (\$42bn) have just announced losses on their U.S. operations in the third quarter. They too have already been forced to lay off workers putting an estimated 100,000 out of work.

With the economy sliding into recession and a presidential election approaching the political calculation which has brought the Administration to the point of launching a support package is easy to see, especially when it is recalled that many of Chrysler's plants are in key electoral states. But much of the recent drama

## ASSETS CHRYSLER MAY BE FORCED TO SELL

	\$m
Chrysler Financial	500
Defence activities	50
New process gear manufacturing	350
Peugeot stock	125
Peugeot in Mitsubishi	30
Other car plants	300
Marine Division	30

has been provided by the politics of corporate banking which itself has reflected the confusing blend of ideology and hard nosed pragmatism that explains why some bankers are still warning that, even after the Government's intervention, a Chrysler rescue is so complicated it might only be possible with Chrysler enjoying the bankruptcy court's protection from its creditors.

Just how delicate that side of the equation is balanced can be seen from the fact that even as the Administration launched its rescue, Chrysler had slipped down the entire house of cards, causing the dealer chain to collapse and permanently cripple the organisation. But William Proxmire, Chairman of the Banking Committee which will consider the guarantee bill, has argued that bankruptcy is the right option. In his forthcoming book *The Fleecing of*

America, he argues that the U.S. recently revised bankruptcy laws makes this option less traumatic than before.

What Congress has to decide is whether \$1.5bn of Government guarantees and matching funds raised by Chrysler are sufficient to restore the company to health. The Treasury says this is so but others think it will only carry the company beyond next year's elections.

Meanwhile, Chrysler has the problem of finding the \$1.5bn in matching funds. It already appears to have a solid promise of \$200m and further commitments from the union, dealers and state and local governments which might take the figure to \$250m.

The rest is going to have to come either from asset sales or from loans. Banks, worried already about the terms on which they will have to keep existing loans in the company, are likely to stand firm against further advances.

Chrysler does, however, have some saleable assets. Top of everybody's list is Chrysler Financial, the dealer and customer financing subsidiary, with a net worth of around \$600m. Bankers would be relieved to see at least a big slice of this sold, as \$30m of the creditors' total lending to Chrysler is tied up in this subsidiary.

Other possible candidates for sale are Chrysler's Peugeot holdings, a profitable process gear business and perhaps even the last vestiges of its foreign operations in Mexico, Canada, South America and South Africa.

The company has fought long and hard against the idea of selling these valuable assets but some bankers feel that even a few of them do not quite walk away adding to the burdens of the others that explains why some bankers are still warning that, even after the Government's intervention, a Chrysler rescue is so complicated it might only be possible with Chrysler enjoying the bankruptcy court's protection from its creditors.

Mr. Iacocca says that bankruptcy proceedings would pull down the entire house of cards, causing the dealer chain to collapse and permanently cripple the organisation. But William Proxmire, Chairman of the Banking Committee which will consider the guarantee bill, has argued that bankruptcy is the right option. In his forthcoming book *The Fleecing of*

Chrysler and the response from Carter and Congress will pull its soul permanently out of shape. This fear may be overstated but eyebrows and hackles have certainly been raised by Chrysler's decision to offer Mr. Douglas Fraser, leader of the United Auto Workers Union, an invitation to stand for a seat on the company's Board, and by Mr. Fraser's subsequent insistence that he will only carry the company beyond next year's elections.

If the Treasury plan works out he will no doubt also be joined on the Board by bankers and civil servants, creating the kind of in house balance of interests typical of public sector boards in Britain and of second-tier boards in West Germany's industry.

Whether the work looking but still unbowed Mr. Iacocca can handle these pressures and transmute his previous hard sell success with Ford to the new, slimmer Chrysler is anybody's guess.

Most of the assumptions which underly the company's plan for a return to profitability by 1981 are open to scepticism. They require a two point recovery in Chrysler's market share in the next five years, a successful implementation of new management techniques and problem-free gearing up to produce dramatically new models. They also do not consider the possibility of further horrors on the energy scene — petrol still only costs a dollar a gallon in the U.S. — or really address the problem of growing strength among the importers. Renault for example will be manufacturing its new mid-range car in conjunction with American Motors by 1983.

Mr. Iacocca is asking America to take an investment gamble on Chrysler. He has stood before a congressional committee, said that \$750m is the price and that the money would be paid back within six years. Now he looks like being offered twice that price tag.

But Mr. Iacocca has stated uncompromisingly that Chrysler cannot function profitably as anything less than a full line auto manufacturer.

What American business most

## MEN AND MATTERS

## Speaking up for sponsors

We shall be hearing much more shortly from Norman St. John Stevens, Minister for the Arts, about the need for arts sponsorship by his business. He is likely to touch on the subject in speech this week. He says: "I am now preparing a campaign that I hope will be ready by Christmas."

But companies must be ready to cut their teeth if they undertake a major commitment to arts sponsorship. Mr. St. John Stevens' campaign will be a test of the antipathy of the U.S. Government to arts sponsorship.

Companies need to earn solid measures of goodwill and prestige on the scales to make any sponsor feel that an outlay of such a size has been balanced off. The Olivetti experience makes more relevant a message put out by the Royal Academy with the advance notice of the Post-Imperialist exhibition which will run through the winter.

Mr. St. John Stevens is asking companies to accord "due acknowledgement" to those who have given generous support to the exhibition.

This plea for what cynics might term "plugs" is the initiative of Giselda Baillie-Hamilton, who heads the Royal Academy Press office. Quite frankly," she explained to me, "I think sponsors and butter-intrest as well as altruism and they should like it in the arts."

The British Museum has copied Miss Baillie-Hamilton's appeal to the media for its forthcoming exhibition on the Vikings sponsored by The Times and SAS, the Scandinavian airline.

The St. John Stevens campaign is sure to touch upon self-interest as well as altruism in seeking arts sponsorship from big business. Indeed, if any company feels so high-minded that it does not want its name

mentioned, it will lose its chance of tax deduction for the outlay.

## Cooking trouble

Every day for the past week, 8,500 meals have been cooked in the five Paris restaurants of the French hotel Societe Generale — and then thrown into the dustbin.

The canteen staff have diligently prepared advertised lunchtime menus, but on the stroke of eleven o'clock each morning they go on strike until 2 p.m. — when, of course, the bank workers' meal break is over. So far, over 30,000 meals have been turned into garbage at a cost of £18,000, and there is no sign of an end to the strike.

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stripped general inflation rates. So anyone who is assigned a car can at once sell it for more money.

## Form filling

The industrial strategy, sustained by countless sector working parties, in which the former administration delighted, has been jettisoned in recent months. But habit dies hard at the British Apparel Manufacturers' Association. A message to members has just gone out, announcing a "blouse inquiry" to discover whether "major import substitution opportunities exist in ladies' blouses."

The bulletin is accompanied by a form on which manufacturers are invited to supply their current weekly capacity in blouses, for both ladies and girls, with plans for next year and the year after. No wonder Herbert Morrison, who is in charge of the inquiry, says: "I consider that considerable expansion has in fact taken place or is about to take place in ladies' blouse making."

## Too far South

The Third World Foundation, based in New Zealand House near Trafalgar Square, is starting a commodities magazine called South. The foundation last year ran a "South-South set-together" in Tanzania. Recently I lost my bearings, when the president of a U.S. consultancy called Crux assured me that the magazine — which will sell through the developing world — would also be called South-South.

"Quite wrong," says Attaf Ganhar, TWF secretary-general. "It will be called South — and we have no connection with Crux."

## Time machine

Heard at a Battersea bus stop on one evening last week: "I'm sorry we've put the clock back — it gets late so early."

Observer

Congratulations to Penelope Fitzgerald on rowing home with the Booker Prize.



## FINANCIAL TIMES SURVEY

Monday November 5 1979

# The Netherlands

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US\$  
40,725,000,000

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## THE NETHERLANDS II

## Improved short-term prospects

BY REGINALD DALE, EUROPEAN EDITOR

The Centre-Right coalition Government has now been in power for almost two years, despite initial predictions that it would not survive long. It has not found the answer to all the Netherlands' economic and social problems, but recent developments have been more encouraging.



Mr. Joop den Uyl, leader of the opposition Labour Party and a former Prime Minister.



Mr. Dries van Agt has been Prime Minister for almost two years.

THE DUTCH go into the 1980s in a jaded mood than seemed likely only 12 months ago. Then, serious people were wondering whether the country was capable of surmounting the harsh challenges that lay ahead.

The prosperous, progressive society constructed in the boom years of the 1960s looked increasingly vulnerable to economic strains and social tensions generated from both within and without. The country's very wealth was a handicap. High wages, one of the world's most advanced social security systems, and a strong guilder were threatening to price the Netherlands out of the international trading markets on which it depends for its survival.

These problems have not gone away. Indeed, many Dutch economists believe they will return with a vengeance in the next three to five years. But for the moment, the clouds have parted to allow a few rays of sunshine to filter through. The cost of producing goods in the Netherlands has declined relatively, compared to its major trading partners. Exports have revived and the inflation rate is now lower than that of neighbouring West Germany, the most important single external influence on Dutch prosperity.

Politically, the nation is self-confident. Its institutions, headed by a much-loved Monarch, are among the most stable in the Western world. The qualities that make life in the Netherlands so special—moral rectitude tempered by free-thinking tolerance and a healthy dose of mercantilism—remain deeply rooted.

Despite some increasingly insistent questioning from the Left, the country remains firmly embedded in its Western partnerships—the EEC and NATO—in both of which it plays a role that is incomparably with its physical size. Dutch values, and the commitment to democracy, are enduring.

One of the country's most eminent politicians, Mr. Joop den Uyl, leader of the Labour Party and a former Prime Minister, called his book on The Netherlands A Country of Narrow Margins. It was an apt description. Dutch debate, whether it is about foreign

affairs, domestic politics or economics, tends to be less about principles than their implementation. It is a question of degree.

Thus, in foreign policy, for example, nobody disputes that respect for human rights is good—and South African apartheid, bad. The question is how the country should best go about securing its objectives. At home, there is general agreement that the collective sector of the economy, which finances the Dutch welfare state, has been allowed to get out of hand. The question is over the extent to which its role should be restrained. One of the most controversial recent issues in The Hague has been the level at which tax relief on mortgages should be phased out. The principle is not at stake. Most people, except for some on the Right, agree that the poor should earn more, the rich comparatively less. The question is what the ratio should be between the lowest and the highest incomes.

There is a strong basis of consensus to Dutch society. But inside that consensus, individualism is encouraged. In a tradition that dates from the religious controversies of the

nuclear missiles in Western Europe. Many Dutch people do not like the idea of having these new weapons in the Netherlands and feel that their country should take its own decision regardless of the conclusions reached by the other members of the Alliance. That is the right of a sovereign country. But others would argue that it is easier to be high-minded about nuclear weapons when there are others prepared to shoulder the burden, however distasteful they, too, find it.

If he can steer his way through the nuclear minefield that lies ahead of him, Mr. Dries van Agt, the leader of the Centre-Right coalition Government, could well survive until his term runs out in the spring of 1981.

After what looked like an inauspicious start, his coalition appears more durable than many people first expected. Those of his Christian Democratic supporters who would have preferred a Centre-Left alignment with the Labour Party (rather than the Right-wing Liberals), have not yet caused serious trouble. There is much gossip in The Hague about possible political realignments, but the formation of new Dutch coalitions is never easy and can take a great deal of time. Many Dutch voters are tired of political wheeling and dealing and appreciate Mr. van Agt's carefully cultivated "political" style.

It is far from clear, however, that the van Agt Government has found the answer to the fundamental economic and social problems that the country will face. Little is left of the original blueprint for 1981 that was published in the summer of 1978. Although the Government maintains that the spirit behind its objectives lives on, the original targets for reducing unemployment, public spending and inflation have been more or less firmly abandoned. Much of the blame can quite fairly be attributed to external factors—the oil price rise and world recession. The Netherlands is more dependent on its trading partners than almost any other country in the world.

In addition, there is the luxury of living in a small, secure, prosperous country without any major international responsibilities. The Dutch feel free to pontificate about the world in general.

If there is to be a political crisis in the coming months, it could well be caused by the controversy over NATO's plans to install new medium-range

missiles in Western Europe. Many Dutch people do not like the idea of having these new weapons in the Netherlands and feel that their country should take its own decision regardless of the conclusions reached by the other members of the Alliance. That is the right of a sovereign country. But others would argue that it is easier to be high-minded about nuclear weapons when there are others prepared to shoulder the burden, however distasteful they, too, find it.

But these are unlikely to provide all the jobs that will be needed. Each year until the 1980s, 50,000 young people, more than one per cent of the total labour force, will be coming onto the employment market and the Government sees little prospect of the private sector expanding to take them all in. The aim will be to stimulate the public sector while exploring the possibility of reducing working hours and providing for earlier retirement.

The Labour opposition favours abandoning the working day from eight to seven hours and then possibly to six or even five—in line with its view that work, income and decision-making power should all be divided increasingly equally among the population as a whole. Those without jobs in industry would become teachers, social workers, nurses and artists. The Government point out that this has already been happening over the past decade.

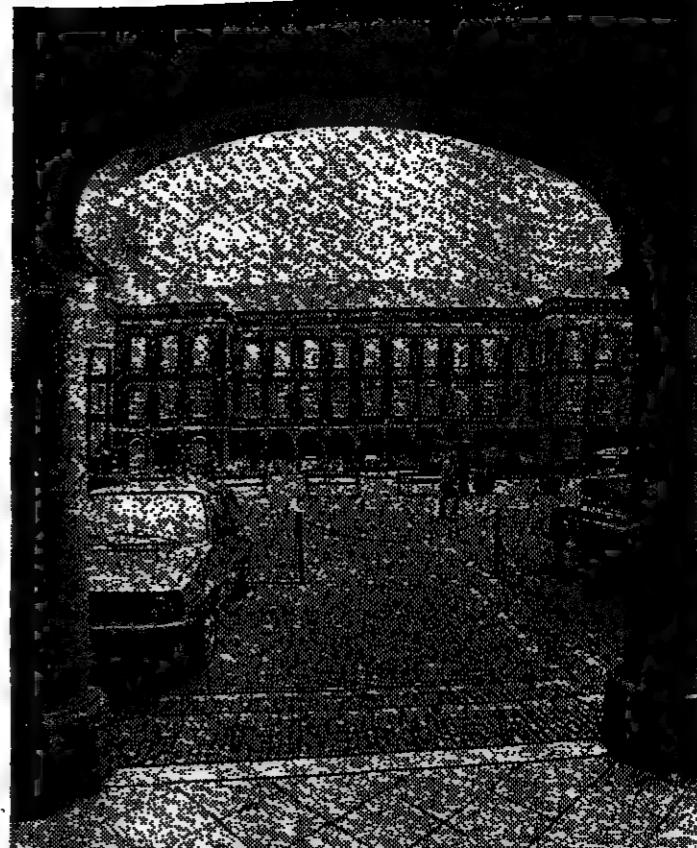
The position of the country's

traditionally "responsible" trade unions will be vitally important. In the past, they have accepted wage moderation in exchange for measures to widen their power and generally improve the social well-being of their members. But there can be no guarantee that such moderation will last. A series of strikes in Rotterdam this autumn was interpreted by some Dutchmen as a sign of increasing militancy among the rank and file and disenchantment with the union leadership. Against that, it must be pointed out that the strikes were markedly unsuccessful, and, at Shell, the action came to an end under pressure from those who wanted to go back to work.

The Government is confident that increases can be kept comfortably below 10 per cent in the coming wage round. Beyond that, Dutch economists agree that continued restraint will be essential to keep the country on an even keel.

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The position of the country's



Parliament Buildings, The Hague — the system of proportional representation ensures that anyone who can muster 55,000 votes nationwide can take a seat in Parliament

## Surprising survival of a shaky coalition

### POLITICS

REGINALD DALE

MR. DRIES VAN AGT, the Netherlands' controversial Prime Minister, has now survived almost two years in office. It is longer than many people gave him when he took power at the head of a shaky-looking Centre-Right coalition in December, 1977. Now, there is considerable speculation in The Hague as to whether he will manage to serve out his full term which expires in May, 1981.

One MP who belongs to Mr. van Agt's own Christian Democrat Appeal (CDA), the major coalition partner, puts his chances at no more than 50-50.

If Mr. van Agt's coalition looked precarious at the start, it was because it was widely seen as defying the logic of the election that had taken place seven months previously. The clear winner of the poll was the Labour Party (PvdA), under its popular leader Mr. Joop den Uyl.

Labour had seen its shares of seats shoot up from 43 to 53 in the 150-member Second Chamber—handily by Dutch standards—to emerge as the largest single party. But long months of haggling failed to produce the Centre-Left coalition between the Christian Democrats and the Labour Party that most people had confidently expected. The Christian Democrats finally switched their attention to the right-wing Liberal Party (VVD), the marriage was quickly consummated and Mr. den Uyl found himself in the unwanted role of leader of the Opposition.

Conversely, criticism of the Government's overall efforts to trim the collective sector of the economy in favour of private enterprise has been moderated by the widespread belief that Mr. den Uyl would have had to pursue similar policies had he come to power.

If there is to be a crisis in the near future, it is widely expected to be over the Government's response to NATO's plans to modernise its "theatre" nuclear weapons (TNF) by introducing new medium-range nuclear missiles into Western Europe. The debate (explained in greater detail in the article on defence policy) is over whether or not new missiles should be stationed in the Netherlands and if so whether conditions should be attached. Nuclear issues arouse strong passions in the Netherlands.

Broadly speaking, the Opposition is against at least unconditional acceptance of the new missiles, the VVD is in favour and the CDA is split. The question is whether enough CDA MPs would vote with the Opposition to bring the Government down if Parliament were to divide on the issue.

Given that many of the other NATO countries were to take a decision at their Ministerial Council meeting in December, the issue could boil over at virtually any moment in the coming months.

Those CDA MPs who would prefer a Centre-Left coalition could well be tempted to force new elections. But neither they nor the CDA as a whole, nor for that matter, the VVD, are keen to fight a campaign on the nuclear issue. Equally, it may be doubted whether Mr. den Uyl, whose party slipped badly in the latest opinion poll, is ready for early elections. The cynics say it is, in any case, too important an issue to be at the centre of one of the country's political crises, which normally focus on economic minutiae.

Proponents of the Centre

have found no formula that would prevent the CDA from being a virtually automatic coalition partner in any Dutch Government. Unofficial contacts have recently been taking place between the Labour Party, the VVD, but few people in The Hague take them seriously. It is difficult enough already to persuade a labour party congress to support coalitions with the CDA.

But change may be on the way. The latest opinion poll, conducted by the VARA broadcasting corporation last month, showed a remarkable increase in support for the small D'66 Party (Democratic 1966), a progressive party similar in some ways to the British Liberal Party. Its supporters tend to be middle-class intellectuals with few pressing financial worries—"rational" people, say D'66 enthusiasts. Equally, however, party officials admit that the hardcore of its support has hitherto been small and that voters who rally to the party in one poll can easily abandon it in the next. Nobody really knows whether D'66 is a durable phenomenon.

If, however, the latest poll results were to be reproduced in a general election, the present Centre-Right coalition would lose its majority, dropping from 77 seats to 73.

While the CDA would keep its present 49 seats, the poll showed the VVD dropping from 22 to 24. D'66 would more than double its strength from eight to 17 seats, but even so the Left would not have a majority as a result of a fall in Labour Party support from 53 to 47. A new Centre-Left coalition between the CDA and Labour would once again appear the obvious solution.

Such an outcome, however, would pose problems for Mr. den Uyl. Were the CDA to emerge as the largest party, it would certainly demand the premiership for one of its members. The Labour Party would be unlikely to want to see Mr. den Uyl as number two, and might be obliged to find another candidate for the deputy premiership. There is no obvious choice.

For the moment, that must all remain speculation. Mr. van Agt is still more or less firmly in the saddle. If he can handle the TNF issue with sufficient skill, he could still be there for another 18 months.

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### STATE OF THE PARTIES

	Seats in Lower House	Latest VARA opinion poll
PvdA	53	47
CDA	49	49
VVD	28	24
D'66	8	17
Others	12	13
Total	150	150

## THE NETHERLANDS III

## Strong emphasis on European unity

"There isn't one" is the blunt reply of one Dutch Ambassador, when asked to comment on his country's foreign policy. He is not the only one in The Hague to feel much the same way. But the baldness of the statement is almost certainly unfair.

It is true that the Centre-Right Government that has been in office for nearly two years has adopted a lower profile than its Centre-Left predecessor on many of the burning issues of the day—most notably South Africa, the North-South dialogue with the developing countries and human rights. There is nobody in the present Government, for example, remotely resembling the controversial Mr. Jan Pronk, the former Minister for Overseas Development, who used to run far ahead of the EEC pack, in his efforts to promote the interests of the Third World.

Whereas Mr. Pronk found EEC membership an irksome constraint on his initiatives, today's Ministers stress the virtues of co-operation with the countries of the EEC and NATO Allies, in a way that it some may appear less exciting.

## Commitment

But the change is less great than it may seem at first sight. The fundamental basis of Dutch foreign policy—commitment to a strong and increasingly united Western Europe—has remained unchanged since the end of World War Two. The commitment is nonetheless powerful for being almost entirely uncontroversial. Today, in their international relationships, the Dutch are at the centre of three concentric circles. The innermost is the EEC (in which they remain committed to a "Federal" Europe), the next is the Western Alliance and the third the broad international forum of the United Nations.

There are those who see some wavering in the constancy of these relationships. Mr. Jerome L. Heldring, one of the country's leading foreign affairs experts, sees a trend towards pacifism and neutralism in the 1970s. This, he believes, is the consequence of the social upheaval of the 1960s, in which traditional values were overturned and the still-powerful Churches radicalised within a decade. The trend is certainly to be detected.

among members of the "New Left" faction of the opposition Labour Party and even on the left of the centrist Christian Democratic Appeal (CDA), the main member of the governing coalition.

There has been talk in these circles of making support for NATO "conditional," rather than automatic, and last year a petition protesting against Alliance plans to deploy the so-called neutron bomb obtained 1m to 1.5m signatures (in a country with a total population of 14m).

The public's desire for nuclear power, both civil and military, is as strong as it is not stronger than anywhere in Western Europe. A major controversy is now looming over the Alliance's plans to modernise its medium-range nuclear weaponry in Western Europe, as explained in greater detail elsewhere in this survey.

The European fervour, once so characteristic of the Netherlands, has now largely dissipated—at least among the population as a whole. The first direct elections to the European Parliament in June this year, produced a turnout of under 58 per cent—far higher than the British, but disappointing in Dutch terms. Labour Party voters appear to have stayed away for much the same reason as their counterparts in the UK. They both lacked enthusiasm for the new venture and doubted whether it would achieve much anyway.

On the other hand, it should not be forgotten that one of the main reasons for the current Dutch lack of interest in the goings-on in Brussels and Strasbourg is almost certainly precisely the fact that EEC membership is uncontroversial. Nobody is seriously suggesting that the country should pull out or change its terms of membership.

As for NATO, a recent opinion poll suggested that 75 per cent of the population were still in favour of Dutch participation.

Despite the rumblings on the left, no serious politician is

advocating the country's departure from the Alliance, and prominent Labour leaders, such as Mr. Joop den Uyl, the former Prime Minister, have always spoken in favour of solidarity among the Allies. The same goes for the leaders of the up-and-coming progressive party D'66 (Democrats, 1966), a Left-liberal party with an intellectual flavour.

## Questions

If increasingly critical questions are being asked, the underlying consensus in favour of membership of the Western bloc is still there.

And the reasons are not hard to find. For geographic and economic reasons, the Dutch are almost entirely dependent for their survival on their Western neighbours and have no wish to change their allegiance. In a country where proportional representation allows small parties to flourish, the Communist Party has only two seats in a Parliament of 150 members. The Labour Party has traditionally been anti-Communist, even if some of its members are now less worried than they used to be about Soviet intentions towards Western Europe.

It is in part this very dependence on their neighbours, in Mr. Heldring's view, that makes the Dutch so prone to indulge in the "escapism" of proffering others' views on the problems of others in different parts of the world. That, perhaps, and the strong sense of morality which pervades Dutch thinking on foreign affairs. With the Swedes, the Dutch often see themselves as the world's conscience—a factor that explains their deep interest in matters like human rights and South Africa. The present Government may be slightly less moralistic than its predecessor—its critics would say "less principled"—but it has gone to great lengths to work out a human rights policy.

A document recently signed by the Ministers of Foreign Affairs and Overseas Development, Bishop Abel Muzorewa, of

ment tackles such thorny issues as whether to cut off development aid from Governments that violate human rights. The answer is "not under all circumstances." The effect of a cut-off on the local population must also be taken into account.

The same sense of moral duty consistently keeps the Dutch near the top of the league table of Western aid donors. Last year, the country's official development aid accounted for 0.82 per cent of gross national product, a slight fall compared with the year before, but comfortably above the United Nations target of 0.7 per cent, a figure so far achieved by only a handful of nations. The Government has pledged to maintain its own aid target of 1.5 per cent of net national income both this year and next, and development aid has been exempted from its planned cuts in public spending.

The main problem area in this rather cosy state of affairs, at least in recent months, has been South Africa.

Mr. Christoph van der Klaauw, the Foreign Minister, a member of the right-wing Liberal Party (the VVD), has been criticised for adopting a milder approach than his predecessors to the Pretoria regime. His line is to condemn apartheid while stressing that progress in moderating its effects should not be ignored. We must, as he puts it, "listen to the voices of reason."

His party's attitude has now led to a serious controversy over the Paraplegic Olympic Games that are due to be held in the Netherlands in June next year, just before the Moscow Olympics. The VVD argues that a South African team should be allowed to participate on at least two grounds.

First, it argues, the way to attack apartheid is to foster as many contacts as possible. Secondly, it points to a report drawn up by the Dutch Embassy in Pretoria which found paraplegic sport in South Africa to be genuinely multi-racial. But Nigeria has already protested, and last month the Lower House of Parliament rejected South African participation by a two-to-one majority.

Still in Southern Africa, the Government would be presented with a major problem if Britain were to conclude a separate deal with the Rhodesian régime of Bishop Abel Muzorewa, of

Dutch officials insist that the country remains, and always has been, in the mainstream of EC opinion on the PLO issue. But that progressive shift of position shows that there is room for change, even in the consistent pattern of post-War Dutch foreign policy.



## BASIC STATISTICS

Area	14,718 sq miles	Trade 1979
Population	13.94m	Imports
GNP	Fl. 282,456m	Exports
Per capita	Fl. 20,261	Exports to UK
Currency = Guilder	£1 = Fl. 4.22	Imports from UK
		£2.52bu
		£2.25bu

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## THE NETHERLANDS IV

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Typical of the flexible Dutch customs system is that you can

store goods brought into the country indefinitely in bonded warehouses without payment of duties or VAT (Value Added Tax).

What import duties will I have to pay?

Import duties were abolished for EEC members on 1st July 1977. Associate members, and some other countries, have preferential trade agreements. VAT (Value Added Tax) is levied on most imports.

What do the Dutch need most?

Predominantly raw materials, since the country has a shortage; finished products too, in order to support the national chemical, metallurgical, petroleum and electrical industries.

What are labour relations like?

In the last few decades, there have been very few labour disturbances and strikes, largely due to the fact that employees and employers have good means of communication which they exercise to reach satisfactory wage and conditions agreements.

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# Optimism may be short-lived

BY INTERNATIONAL comparison the Dutch economy is in a healthy state. Inflation is low (lower in fact than its main trading partner West Germany), while recent surveys of business opinion have been moderately optimistic.

Private economists are also reasonably positive, with one merchant bank referring to "a mixed economic picture with friendly undertones" in its latest review of the economy. The Central Bank, too, in its most recent quarterly report, discerned an improvement in sales and investment by industry.

Set against these hopeful signs is the latest macro-economic forecast, produced by the Central Planning Office, which shows a negative trend in many of the economic data. The planning office, which is the main Government forecasting agency, has also warned that the full impact of this year's oil price increases by OPEC has yet to be felt in the Dutch economy.

Clouds are gathering on the labour front with little prospect of centrally-negotiated wage accord for 1980 and every indication that employers and unions are further apart than they have been for some time.

### Signs

All the signs are that the Dutch economy is marking time, making forecasting difficult and dividing the experts. While some indicators and commentators point to an improvement in a basically sound economy, others suggest that the Netherlands is about to be faced with the bill for living above its means.

The fullest and most up-to-date economic information came in the planning office's macro-economic review which was presented, along with the Government's budget proposal, in September. This foresees a rise of about 2.75 per cent in gross national product this year. While this is an improvement on the two per cent growth rate last year, the increase in 1980 will again be lower, at 2.5 per cent.

This sluggish rate of growth is not a Dutch problem alone, although the high level of welfare benefits in the Netherlands has meant the struggle over distributing the limited increase in wealth has become particularly fierce. The leader of the largest employers' organisation, Dr. Jelle Zijlstra, president of the Netherlands Central Bank, warned in his 1978 annual report that the public sector and private consumption were continuing to absorb too much of the nation's wealth, while industry was investing too little to expand and create new jobs. The Central Planning Office's figures show little change in these unhealthy ratios.

While the rate of growth of private spending is expected to decline slightly - to 2.5 per cent this year and two per cent in 1980, there will be no increase in the real rate of industrial investment in either year.

The trade picture shows a slight improvement after several

years in which the Netherlands has been priced out of world markets. The volume of Dutch exports is expected to rise 9 per cent this year, compared with a seven per cent growth in world trade. Export growth will fall sharply next year - to only four per cent - but world trade will also only expand at this rate.

Happily, imports are only expected to grow at just over half the rate of exports this year and next.

High wage costs and the strength of the Dutch guilder are blamed by exporters for the loss of competitiveness on foreign markets. The central bank has nevertheless pursued a policy of encouraging a firm guilder since, it argues, higher import prices would only boost inflation in the open Dutch economy, where wages are automatically adjusted to take account of price rises.

The September re-adjustment of parities within the European Monetary System, under which the German mark was revalued

by two per cent against most of the other member currencies, brought about a devaluation of the guilder against the Netherlands' largest trading partner. The subsequent publication of the central bank's advice to the Government shows it was extremely reluctant to accept this realignment.

If the central bank's fears are realized then inflation, which is forecast to speed up again this year after several years of decline, will rise even faster. The price index is expected to rise by 4.8 per cent in 1979 and 5.5-6 per cent next year. Wage costs too are on the increase after slowing down in recent years.

The major failure of Government strategies has been the inability to bring down the high levels of unemployment. Programmes aimed at stimulating investment have been revised though inevitably they will not lead to any immediate increase in the number of jobs available. More than most countries, the Netherlands, with its high wage costs, cannot afford to invest in labour intensive schemes. New investment tends to lead to a reduction of jobs, at least in the short-term.

Around 210,000 people are now out of work and no reduction in this figure is expected

### THE ECONOMY

CHARLES BATCHELOR

### ECONOMIC STATISTICS

	1978	1979	1980	Percentages
Gross national product	+2	+2.5	+2.5	+2.5
Cost of living	+4	+4.5	+4.5	+4.5
Wage costs	+7.25	+6.5	+7	+7
Volume private consumption	+3.5	+2.5	+2	+2
Volume company investment	+5	0	-1	-1
Exports by volume	+3	+2	+1	+1
Imports by volume	+6	+5	+5	+5
Unemployment totals	206,000	210,000	210,000	
Balance of payments current account (Fl. bn)	-1.9	-1.9	-1.9	

next year. The Government's optimistic plans to reduce unemployment to 150,000 in 1981 have had to be abandoned. Against this high level of unemployment - representing 5 per cent of the working population - about 70,000 unfilled vacancies have been reported by industry.

One area of success has been the country's external payments position. After running sizable balances of payments surpluses throughout the 1970s, the Netherlands slipped into the red on its current account in

1978. The slight improvement in the visible trade position and the surplus on invisibles mean that the account is expected to be back in balance this year while a surplus of Fl. 500m is forecast for 1980.

In his review of the economy presented in May, Dr. Zijlstra expressed confidence in a recovery in prosperity if industry could cut its costs and the Government could reduce public spending. Six months later, little progress has been made towards achieving either of these targets.

# This year's hottest political issue

### DEFENCE POLICY

REGINALD DALE

mary" decision at the December NATO Ministerial meeting that is meant to launch the modernisation programme.

Last month's CDA and Labour motions, in different ways, both stressed the need for the latest U.S.-Soviet strategic arms limitation treaty (SALT 2) to be ratified before NATO decides on the new theatre missiles or at least before the Dutch decide whether or not to participate. On the Labour side, the rationale behind this is that SALT 2 ratification is needed to clear the way for SALT 3 negotiations in which it should prove possible to establish whether there is really a need for new Western missiles. On the CDA side, there is a widespread suspicion in The Hague that the aim is mainly to force the Netherlands to join the alliance.

The wide espousal of these, or similar, views has put the Centre-right Government of Mr. Dries van Agt into an extremely tight corner. There is as yet no formal Government position but for a number of reasons, it would like to proceed with the new missiles - if it can. It has constantly pledged to co-operate closely with the other Western Allies. (It is among those NATO Governments that have implemented Alliance plans for annual 3 per cent increases in defence spending in real terms). It has made defence a high policy priority and it accepts the strategic case for "modernisation". But it could very easily be voted out of office if it plays its cards wrong.

While the junior coalition partners, the right-wing Liberals (VVD) are solidly in favour, the CDA could not necessarily count on support of all its members if it were to come to the crunch in Parliament. A debate in the Second Chamber last month ended inconclusively, with neither of the two main motions on the floor (one CDA, one Labour) being carried. But it is clear that the Government is now committed to going back to Parliament, initially via the Foreign Affairs and Defence Committees, at least twice in the coming months. It will almost certainly be able to agree to no more than a "preliminary" Dutch decision until SALT 2 is ratified.

### Opposition

Nevertheless, Labour opposition to the new missiles has not been quite as virulent as their advocates once feared. One reason for this, almost certainly stems from a recent visit by a number of senior Labour Party leaders to Bonn, where they are thought to have been told firmly by their Social Democratic colleagues that West Germany wants Dutch support. The Bonn Government has said that it is prepared to accept the missiles on West German soil - but only if at least one other continental European country does so, too. Italy and Belgium are likely to go along with the decision, but could have second thoughts if the Dutch drop out.

The second factor was a visit to Moscow by Mr. Max van der Stoel, the respected former Labour Foreign Minister, who arrived on the eve of President Brezhnev's latest Berlin "peace initiative." Despite President Brezhnev's offer of progress on East-West new arms control, Mr. van der Stoel reported back to The Hague that he found no evidence of Soviet willingness to make real concessions.

CONTINUED ON NEXT PAGE

DEFENCE POLICY has provided the hottest political issue in the Netherlands as 1979 draws to a close. The question at stake is how far, and under what conditions, the Dutch are to participate in now well-advanced NATO plans to modernise the Alliance's so-called Theatre Nuclear Forces (TNF) in Western Europe. The answer could have far-reaching implications not merely for Dutch nuclear weapons policy but also for the country's entire relationship with the Western Alliance.

The NATO short-hand for the proposed operation, "TNF modernisation," is something of a euphemism. It is true that some of the West's medium-range nuclear systems in Europe, such as the British Vulcan bomber, are obsolescent and will soon need replacing simply to maintain the status quo. But the "modernisation" now envisaged would also imply a qualitative change in the nature of NATO's nuclear forces. It would mean that American nuclear missiles capable of reaching the Soviet Union would, for the first time, be deployed on the continent of Western Europe.

U.S. and NATO defence planners would like to base new intermediate-range Pershing 2 missiles in West Germany and ground-launched Cruise missiles in Belgium, the Netherlands and Italy, as well as the UK. They are anxiously watching the Dutch - widely regarded as the weakest link in the chain - to see how the Netherlands responds to what is arguably the most important test the Alliance has faced in 20 years.

Many Dutch strategic and foreign policy experts accept the military arguments in favour of the move, which is essentially intended to counter the new threat to Western Europe posed by the massive build-up of the Soviet medium-range nuclear arsenal. With its SS-20 mobile missile and its Backfire bomber, Moscow can launch a nuclear strike anywhere in Western Europe with pinpoint accuracy. The West has no equivalent weapons.

An argument circulating in the Labour Party, the main party of opposition, has it that there must be an end to the constant matching of new weapons systems on one side by new ones on the other - a practice that inevitably leads to a further build-up. Moreover, weapons like the SS-20 should not be seen on their own. The suggestion is that a catalogue should be drawn up of all short- and medium-range nuclear weapons on both sides, including the British and French deterrents and some American sub-

marine-launched missiles in order to begin a bargaining process aimed at their reduction. Even if a need is finally established to strengthen the West's nuclear forces, no decision should be taken until all possible avenues of arms control have first been explored.

As for the NATO solidarity argument, the Netherlands did not surrender the right to make up its own mind when it joined the Alliance. It is maintained.

The wide espousal of these, or similar, views has put the Centre-right Government of Mr. Dries van Agt into an extremely tight corner. There is as yet no formal Government position but for a number of reasons, it would like to proceed with the new missiles - if it can. It has constantly pledged to co-operate closely with the other Western Allies. (It is among those NATO Governments that have implemented Alliance plans for annual 3 per cent increases in defence spending in real terms). It has made defence a high policy priority and it accepts the strategic case for "modernisation". But it could very easily be voted out of office if it plays its cards wrong.

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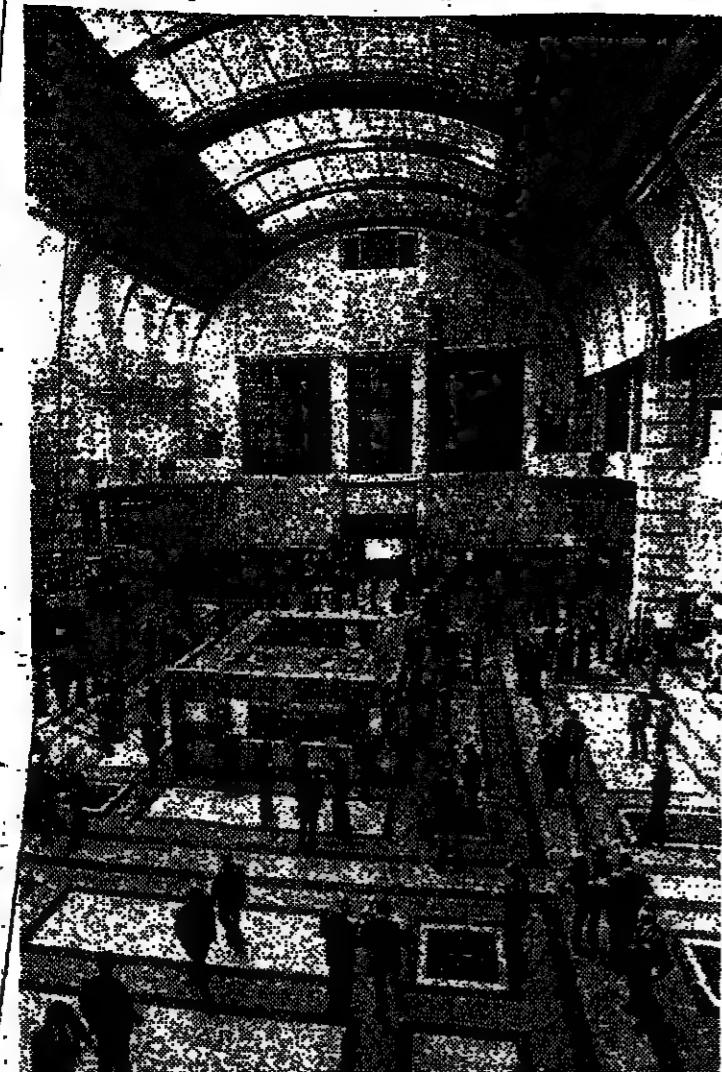


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## Political issue

CONTINUED FROM PREVIOUS PAGE

more generally, while the long nuclear weapons were discontinued, initiative has had to be taken in the Netherlands. The Government, for its part, is firm in its insistence that its overall aim is as far as possible to reduce the number of nuclear weapons, both in the Netherlands and in particular and Europe as a whole. It sees considerable scope in the future, as technology advances, and accuracy improves, for replacing existing nuclear weapons with conventional arms. It also looks to a success in the East-West Vienna negotiations aimed at reducing conventional forces in central Europe as helping the West to reduce its dependence on tactical nuclear weapons. In no case does it believe that the introduction of a new weapons system should result in an increase in the total number of nuclear warheads in Western Europe.

### Aims

The gap between the Centre-Right Government and the opposition Left is in no case as great as it might be. Labour Party spokesmen say they can imagine circumstances in which it might be appropriate to station the new weapons on Dutch soil—particularly if exist-

AFTER THE rapid expansion of the past few years, Dutch bankers and underwriters peer ahead to 1980 with some anxiety. World trade is slowing rapidly, and both industries face a number of domestic constraints. But the respective levels of concern among these two bulwarks of the financial community contrast sharply.

Compared to banking, insurance is a relatively recession-proof business—and when it comes to declaring profits the industry has a built-in time lag.

The banks, on the other hand, are already beginning to feel the pinch as the high cost of money keeps customers at bay. Holland's ten major commercial banks could only manage assets growth of 2 per cent over the first half of 1979, compared to annual rises of a fifth or more in each of the four previous years.

The stock market performances of the two sectors reflect this state of affairs. Over the past 12 months the Amsterdam bourse has made little or no overall progress with bank shares showing gains of around 5 per cent. In contrast, the insurance share indices are something like a sixth higher than they were a year ago.

During the first six months of

indeed, the aim should be to reduce them.

Here, possibly, lies a hint as to one way through the Dutch TNF jungle. Opposition to the new missiles might be lessened if at the same time the number of the Netherlands' existing nuclear tasks in the Alliance could be reduced. The Dutch armed forces share between them six possible nuclear roles in wartime, ranging from the operation of Lance missiles to anti-submarine nuclear devices.

But it is also Government policy not to take unilateral decisions on such matters without consulting the Allies. If it were to use these tactics to carry the day, the Government would have to convince both NATO and its own supporters in Parliament that such a solution was acceptable.

## BANKING/INSURANCE

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this year, Nationale Nederlanden and Ennia, two of the three major insurance groups in Holland, increased their net earnings by a quarter and a fifth respectively. Amey, which completed the trio and is more heavily orientated towards life insurance, showed a 7 per cent improvement.

To some extent the international ambitions of the insurance sector, notably a push for a larger slice of U.S. business, have been backhanded recently with the weakness of the dollar having an unfavourable impact on profits when dollars are translated into guilders for the purposes of company accounts.

But, in general, the insurance cycle remains at a high point, and there have been plenty of compensating factors. Two points stand out: the improving operating pattern on the non-life side, and the sharp rise in interest rates.

Many hitherto weak classes of non-life business finally managed to claw their way back into profit in 1978, notably motor business in Holland, and the improving trend has continued into the current year. Just as important in terms of short term earnings has been the trend of interest rates. High money costs have continued to widen the margin by which the returns on invested premiums outstrip the prevailing level of Dutch inflation.

By far the largest of the Dutch insurance companies is Nationale Nederlanden which controls something like 20 per cent of the life market in Holland and more than a tenth of the accident business. Last year Nationale Nederlanden took 38 per cent of its total revenue in the form of life premiums which compares with 33 per cent at Ennia and 42 per cent for Amey.

Non-life revenue premiums accounted for 31 per cent of total revenue at both Nationale Nederlanden and Ennia with investment income contributing 24 per cent and 35 per cent respectively. At Amey, non-life premiums represented 27 per cent of revenue last year while

investment income chipped in 28 per cent.

Generally speaking, Dutch insurance companies are not prominent in reinsurance markets. The exception is Nationale Nederlanden where premiums from this class of business accounted for 8 per cent of total 1978 revenue.

### Search

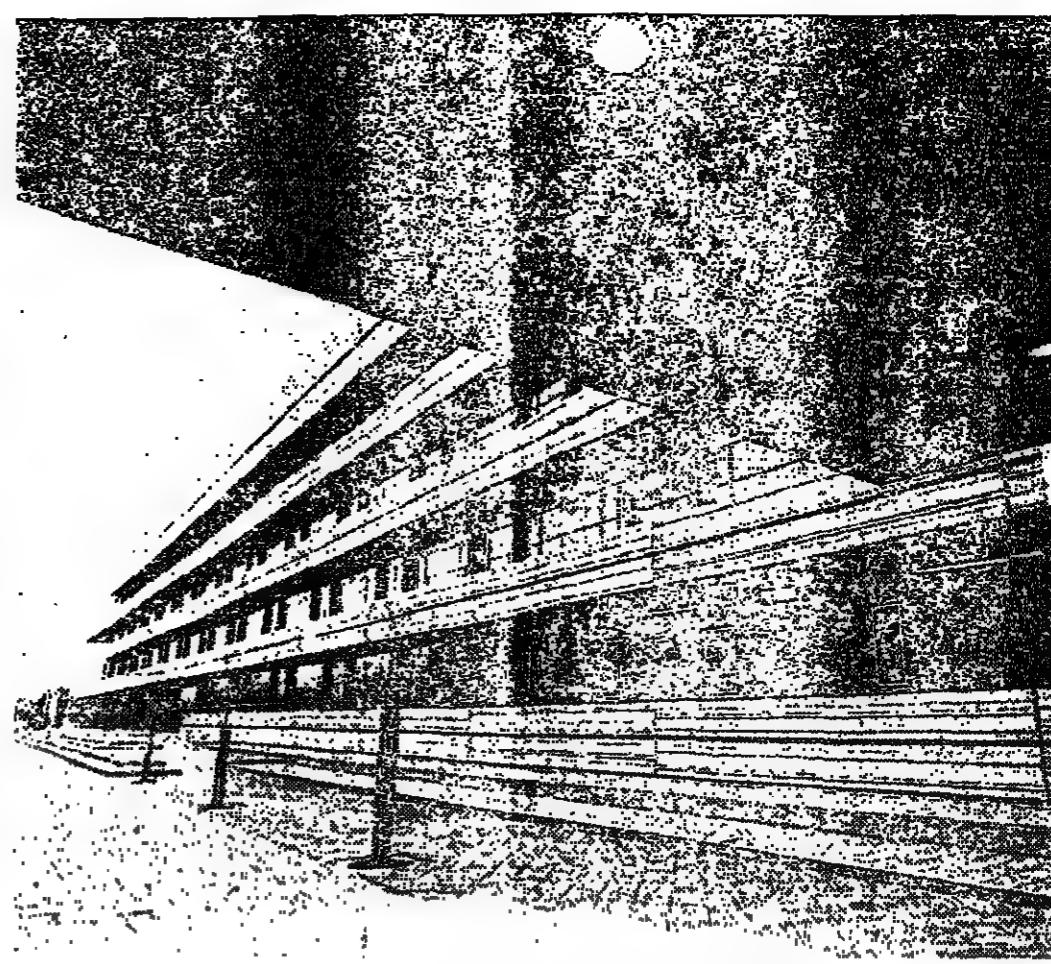
In recent years, Nationale Nederlanden has turned increasingly away from Holland in the search for new business, notably to North America. The acquisition earlier this year of the insurance group, Georgia Life, was a noticeably decisive step to expand in the U.S. where the Dutch group already had a revenue base worth 15 per cent of the total.

Nonetheless, the acquisition of Georgia Life represents a major swallowing act on the part of Nationale Nederlanden. The Atlanta-based company cost \$350m and brings with it around 134 service offices spread through 11 states in the southern region of the U.S., plus 2,750 agents and a full time staff of 1,450. The deal lifts to around 40 per cent the international contribution to total revenue at Nationale Nederlanden.

Other insurance groups in Holland include the British-owned Delta-Lloyd (which became part of the Commercial Union group in 1978), as well as companies such as AGO and Amfas. The latter's profits have continued to maintain their enviable growth record with this year's first half gains extending to 14 per cent at the net after tax level.

Among the banking community 1979 profits show every sign of being mixed. The first half growth patterns among the big three commercial banks, Amsterdam, Rotterdam Bank, Algemene Bank Nederland and Nationale Middenstandsbank, have varied widely. And so have their respective thoughts about the outlook for the rest of this year.

NMB managed to roar ahead



The Finance Ministry, at The Hague

by 34 per cent after tax for the opening six months of 1978 but hinted at an effective downturn in the second half. Amro grew by 15 per cent to the end of June and forecast modest growth overall, while ABN—with just 8½ per cent first half gains under its belt—spoke darkly about future uncertainties.

Quite clearly the strong trading patterns of 1978 are starting to go into reverse for the banks. Last year lending by the commercial banks to the private sector rose by 22 per cent, with both Amro and NMB outstripping this average by a very comfortable margin. The former increased advances by 24 per cent, with NMB lifting lending by a full 28 per cent.

No official figures are available for bank lending in 1979, but to judge by the slow growth of assets over the first six months, advances are starting to tail off sharply. The cost of money has now moved up into double figures with a gain of 12 per cent at the net level. But Rabobank managed to lift its assets base at a pace that would not have disgraced the more aggressive commercial banks.

Rabobank's balance sheet total at the end of 1978 was a full 21 per cent larger at Fls 74.2bn. Rabobank may be traditionally linked to the market for farm finance and household accounts but today it is clearly bent on becoming an international banking operation.

In terms of international thrust, ABN is probably the most active among the major banks, at present. Around two-fifths of its earnings arise outside Holland, although its proportion of non-Dutch assets is lower. At the close of last year, ABN's foreign assets base represented something like 30 per cent of the group total.

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## THE NETHERLANDS VI

**Il faut manger  
Essen muss sein  
Food is a must  
Gegeten moet er worden**

"Food is a must." An international principle. For all humans, all animals, in all countries. That's why Wessanen - as manufacturers of cocoa products, oils and fats, animal feeds, dairy produce, flours and meat - do not feel tied to boundaries.

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**Wessanen  
looking ahead**

Amstelveen, Holland. Following research studies and market research, Wessanen are moving towards a policy of acquiring products abroad, by establishing overseas offices for the export of know-how and by introducing products to certain countries as a preparation for possible joint ventures.

positive effect on the development of profit and sales. This policy is reflected among other things, by joint ventures and acquisitions abroad, by establishing overseas offices for the export of know-how and by introducing products to certain countries as a preparation for possible joint ventures.

**Durable nature**

Concentrating on activities in the food and beverage sector in the broad sense of the term will continue to be the guiding principle of Wessanen's policy.

The Board believes that there are sufficient opportunities to justify confidence in the future.

The durable nature of the

sector of industry in which Wessanen are engaged justify this "boundless" confidence.

For the future, Wessanen is

confident that the future

in spite of all its problems, the

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activities

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geographical spread of risks and

activities in the food and

beverage sector. This is considered to be a guarantee for the

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a sound nutrient medium for a balanced economy

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**Holland is only a small country...**



Its inhabitants are merely farmers and fishermen, wearing wooden clogs to keep their feet warm.

This is more or less the impression most foreigners have of Holland. And in one respect they are right: Holland is indeed a small country... just a little spot on the map.

It has a population, however, of about 14 million people, of whom 5 million are actually working. Only six percent of these working inhabitants are, in fact, fishermen or farmers... whereas more than sixty percent of them work in much more interesting sectors: trade, services and industry. Which is a much higher percentage than in most other European countries.

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A small country indeed, but an interesting one...

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مكتبة التعلم

# City's major plan for renewal

## ROTTERDAM

CHARLES BATCHELOR



Rotterdam's waterfront

THE IMAGE of the city of Rotterdam tends to be dominated by its port, the largest in the world and twice the size of its nearest rival, Kobe in Japan. While the port functions as an important motor for the economy of the city, and indeed for the country as a whole, it is only one part of the life of the Netherlands' second city.

The 600,000 Rotterdamers have the reputation for being hard workers. Shirts sold in the city's stores come with their sleeves already rolled up, according to one popular Dutch cabaret artist.

The desire to rebuild the city and its industries after the disastrous bombing raid which destroyed much of the centre and heralded the German invasion in 1940 meant that little attention could be paid to the finer aspects of re-establishing the city's character. The small-scale townscapes which made Amsterdam, Leiden and parts of the Hague so attractive were lost.

The famous waterfront statue by Ossip Zadkine which depicts Rotterdam as a man without a heart crying to the sky is remarkably apt. Nevertheless, while Rotterdam has its critics it avoided the worst mistakes of post-war rebuilding which have made some cities such soulless places.

Rotterdam has now started a 10-year-plan to tackle the problems of a declining population and decaying inner city areas. Alongside the restructuring of patterns of housing, shopping and work, it is also making efforts to bring some life back to the dead evening streets.

It has set aside 11 districts within the motorways that encircle the town centre as priority areas where new houses will replace those which are past saving, others will be renovated, green spaces will be laid out and schools will be built. Efforts will be made to retain businesses in the city centre provided they are compatible with the nearby housing.

### Scale

The size of the problem is shown by the fact that the 11 urban renewal areas contain 25 per cent of the city's housing stock, 60,000 of the 240,000 homes. They include nearly 7,000 firms, mostly small to medium-sized businesses, which employ 80,000 people. While 45 per cent are classified as retail outlets, 17 per cent are industrial or craft premises, 10 per cent are offices or wholesale concerns and 24 per cent are involved in transport and storage.

The present planning is for 15 per cent, or about 950 firms, to be moved, either because they create a nuisance, they make insufficient use of the available land giving a district a rundown look, or they represent an obstacle to new development in the form of housing, open spaces or other amenities. The relocation of these firms will cost hundreds of millions of guilders.

Housing, too, is an important element in the plan. A popular

area of 55,000 in the central area of Rotterdam (within the motorway box) declined by 98,000 inhabitants in the seven years to 1975. Most of those moving out were families with small children, leaving behind the elderly, foreign workers and childless couples. Strict zoning has been applied to curb the growth of offices and increase the density of housing in existing residential areas. The number of dwellings will continue to decline until 1988, with demolitions exceeding new building by more than 9,000.

In the city itself more thought is being given to the cyclist while some roads have been reduced in width to limit the impact of the car. Two parking places for every three dwellings is the norm laid down in the urban renewal plan. In an attempt to reduce all-day parking by commuters, free parking will be phased out and on-street meters replaced by a smaller number of multi-storey car parking places.

This emphasis on making Rotterdam a more pleasant place to which to live as well as work has, in the eyes of many businessmen, gone too far in recent years. Reacting to the large numbers of refineries, chemical plants, coal and ore deposits and other potentially polluting industries built along the River Maas, Rotterdam and the "Rhine mouth" communities to the west have imposed tougher conditions on new industry.

This led to what has become known as the "Kruuif Affair" in 1976 when a West German consortium of that name dropped plans to build an iron ore pelletisation plant, after two years of preparatory work. The steel companies involved finally lost patience with the conflicting environmental demands of the

various layers of authority involved in the decision.

A further indication of the energy and confidence which had made Rotterdam into the prosperous city it is, had fled somewhat when natural gas (LPG) terminal to the tiny Port of Eemshaven on the northern coast of the Netherlands. While the need to create jobs in depressed areas of the country was a major reason for the decision by the government, Rotterdam for too long assumed it was the automatic choice of the terminal.

If anything, this was a great blow to the city, striking a blow to be the energy port of Europe. More than half of the tonnage handled by the port, while coal is also transported in large quantities.

The authorities are more positive towards plans for a Fl 350m (\$175m) liquefied petroleum gas (LPG) terminal which has been proposed by British Petroleum and the Royal Dutch Shell group. The two companies want to build a new harbour for LPG tankers of up to 75,000 cubic metres with 150,000 cubic metres of storage tank capacity.

Last year saw a further fall in the total tonnage handled by the port, by 3.5 per cent to 270m tonnes. This followed a decline of 2.7 per cent in 1978 and was well below the peak of 309m tonnes reached in 1973. However, a continuing decline in the volumes of mineral oil handled - by 10m tonnes to 165m tonnes - disguised an improvement in most other areas in 1978.

### Success

Oil handling was up - to 35m tonnes from 31m - while the volumes of chemical products, coal, animal feeds, metals and oil seeds also increased. The amount of grain transported continued to decline, to 6m tonnes from 7m in 1978 and 10m the year before. Contractors are still the success story of the port with tonnage increasing to 9.1m from 7.8m and importers exceeding the 1m mark for the first time, compared with 900,000 the year before.

The harbour's employers organisation expects a further improvement in the non-ferrous tonnage this year, and even oil volumes were up in the first three months of 1978.

Despite Rotterdam's dominant position in the Hamburg-Havre range of ports it accounted for 45 per cent of the nine north-west European port total tonnage last year. Competition is tough. It is now proposed a Fl 1bn (\$500m) package of measures to modernise its radar system, deepen its approaches and expand container and oil terminals.

Both port and city will be undertaking substantial renewal programmes in the years ahead. Rotterdam is putting a lot of effort into making itself a better place in which both to live and work.

## Lively debate ahead on nuclear issue

### ENERGY

CHARLES BATCHELOR

LEAKS developed in the steam transmission system. Coming so soon after the near-disaster at the Three Mile Island power station in the U.S., this event emphasised the sensitivity of the nuclear question.

White, at first sight, the Netherlands is in a favourable position because of its own large supplies of natural gas. Its trade-dominated economy is very vulnerable to outside pressure. The failure to discover further large supplies of gas or oil in the Dutch sector of the North Sea threatens to leave a vacuum when the massive Slochteren field, now 20 years old, is exhausted.

Nuclear energy is a particularly controversial subject in the Netherlands where the high population density means that the number of potential sites for power stations and for waste storage are very limited.

If the discussion has not been marked with the violence which has accompanied the nuclear programme of West Germany this has largely been due to the moratorium placed on nuclear power plant construction in recent years.

The only two plants at present in operation are a 450 MW pressurised water reactor at Borssele in the south-west of the country and a 50 MW experimental reactor at Delft, near Nijmegen. The Borssele reactor was shut-down twice within the space of a few months, earlier this year, after

and provide an alternative to coal, which is also expected to grow rapidly in importance as a fuel. Until the late 1980s the Netherlands will have excess electricity generating capacity but thereafter additional plant must be built.

**Switch**

In the medium-term, power stations will switch from gas to oil and coal. This will lead to an increase in the contribution of oil to primary energy requirements - from 41 per cent in 1978 to around 45 per cent in 2000. The sharp rise in the price of oil and the danger that it can be used to apply political pressure by the members of OPEC makes this an unwelcome development. But it is unavoidable until coal and possibly nuclear energy can take up the energy burden.

While nuclear power brings with it enormous environmental problems, coal is without its drawbacks. Increased coal burning would add substantially to air pollution. It is bulky to transport and the disposal of waste would not be an easy matter. Nuclear power would therefore be an extremely uneconomical addition to the range of fuels open to the Dutch Government, despite its well publicised disadvantages, according to Mr. Willem Tiedeman, director of energy at the Economics Ministry.

A decision against nuclear power by the public and Parliament would do little to ease the time pressure under which the Government is working. Planning for a large number of coal-fired power stations and for rail heads would also take time.

At this early stage in the nuclear debate no decision has been taken on the type of nuclear power stations which will be built. The Netherlands has experience of the light water type at Borssele, but it is also watching closely the development of the Canadian Candu heavy water type and the high-temperature gas-cooled type made by the General Atomic Company.

A choice of coal would do little to reduce the Netherlands dependence on imported fuels. But since the country depends so much on foreign suppliers for a wide range of products, this element of risk just has to be accepted. The twin disadvantages of the OPEC price cartel and the concentration of supplies in one area, the Middle East, do not apply to coal. The Netherlands imports its coal from a number of sources, including Australia, South America, the U.S., Canada and Poland. A contract for the annual supply of 600,000 tonnes of Polish

CONTINUED ON NEXT PAGE

# Serious disruptions are feared

THE CHANCE of further social upheavals in the Netherlands is great. The moderation of the unions, which over the last few years has been a significant factor in containing the growth of wage costs and inflation, appears to have come to an end.

This autumn social strife started with prolonged dock strikes in Rotterdam, the world's busiest port, and in parts of the petro-chemical industry, where industrial action concentrated on Shell's oil and chemical operations.

The dockers' strike, over increased pay, was unofficial because the port's labour contract between union and employers had been settled already. The petro-chemical strike, over a demand for a 35-hour working week and five-shift working, was declared official.

The problems in the port—the tugmen's strike, which had sparked off the dock strike, ended after the men received a lump sum from "external sources," though none of their demands were met—and in the petro-chemical industry are more or less solved.

However, a bout of strikes in the meat processing industry had ended with a complete victory for the strikers. When some companies offered bonuses on top of the recently-agreed rates to attract badly-needed staff, workers at other plants downed tools in support of a demand for the same increases.

## Fears

But observers of the industrial scene appear certain that this is only the start of greater problems which could seriously affect the country's traditionally harmonious industrial relations. The chance that the talks on the new wage contracts for 1980 will succeed without any strikes does not seem very great.

Central point in the discussions will be the policy of wage restraint. Ever since the oil crisis of 1973, the respective Dutch governments have pinned their hopes on wage restraint in order to improve the position of Dutch industry.

The Dutch economy, which is for over 50 per cent dependent on exports for prosperity, was at that time losing ground in most foreign markets. The relative strength of the guilder on the international exchange markets was partly responsible for this development, and so was the high level of wage costs.

The worst thing was that the country's most important trading partner, West Germany, managed to keep inflation at a much lower rate than The Netherlands. A deteriorating balance of payments, notwithstanding the huge revenue from natural gas exports, was the result. Almost anyone at that time believed that wage re-

straint would provide the solution to the problems.

The trade unions so far have co-operated with this policy. In return for their co-operation they asked for some reforms in the social field. They concentrated on two demands. First there is the question of greater worker participation in management and second that of sharing the extra profits companies make as the result of wage restraint.

The last item, called the vermogensaanswavelingsregeling (the "VAD"), was one of the so-called social reform plans conceived by the former Socialist Prime Minister, Mr. Joop den Uyl. He succeeded in convincing the labour movement, and in the first place the dominant Socialist trade union, FNV, that with this profit-sharing system wage restraint would not lead to "unreasonably high" profits for the shareholders. And wage restraint, he added, would lead to more jobs.

Mr. Den Uyl's government fell, however, before the Bill had passed Parliament. The ruling Right-of-centre coalition has been unable so far to agree on a new— for the Right-wing—more acceptable excess profit-sharing Bill. This is one of the key arguments why the main labour movement has said it will not for much longer accept wage moderation. Its argument is that in a lot of industries the profits are now high enough again.

Behind that argument lies a more fundamental problem. The reason for need for wage restraint and for plans for economic recovery, which was the basis of the Government's Blueprint '81 programme, is the still very high unemployment rate. There are more than 260,000 registered unemployed in the Netherlands and this figure would be significantly higher if "hidden" unemployed were added.

A great number of the unemployed are not included in the figure because they are paid by social security funds other than the unemployment fund (for example the disability fund). Moving redundant workers into disability schemes is financially attractive for both employers and employees.

But besides the problem of the estimated more than 150,000 "hidden" unemployed, there is also the difficulty that, despite the many out of work, many employers seem unable to get the quantity and quality of people they want. In several sectors of the Dutch economy there is a serious shortage of skilled workers.

In the building and metal industries, employers have even been forced to recruit in England to fill vacancies.

The result is that wages in the sectors where the shortages are most severe—and these are

## LABOUR RELATIONS

GERARD DRIEHUIS AND  
MICHAEL VAN OS

by no means necessarily the strongest industries—have been forced up. Employers appear to have no alternative, although they are aware that they are infringing upon the terms of the agreed wage agreements, which is illegal.

An increasing number of workers in these sectors, but also elsewhere, do not believe in the necessity of wage restraint any more, seeing that in some places high wages are offered to fulfil the vacant places. They are pressing their union to take a firmer stand on the wage front than they did in recent years.

Dr. Willem Albeda, Minister of Social Affairs, who has a union background himself, repeatedly stresses the need for continued pay restraint. But he added at a meeting: "I see that it is often so difficult to fill vacancies that employers in some cases buy away each

(1.08m members) but also the much smaller and less militant CNV (0.3m), which is the Christian Democrat-oriented trade union, has expressed its intention of taking a firmer stand on the wages front than it has in the last few years.

The government, on the other hand, thinks that it is necessary to maintain wage restraint "in a very few industries profits have indeed recovered more or less, but in most of them the situation continues to be very gloomy," the Prime Minister, Mr. Dries Van Agt, said. His budget for 1980 is therefore based on the supposition that real wages will show only a very moderate growth.

Above the average wage of

Fl 32,500 before tax (Fl 88,000)

the real wage will even

decrease. If the plans of the government are carried out,

Mr. Van Agt has made it

very clear that additional com-

pensatory measures will be

carried out if the social partners

will agree upon higher wages

Most of the workers seem

not to be prepared to accept

the wage restraint. A recent

opinion poll said that a large

majority want to see their real

income grow. Only 9 per cent

was prepared to accept a real

pay cut. The reason for this

attitude, says the poll, is the

distance between the working

people and the inactives in

society. But we are not pre-

pared to give up the solidarity

with those who are not able to

work."

But there are growing indi-

cations in the fact that Mr. Kok

may be losing control over his

members. Observers think that

that is the reason for the wage

claims threatened by the trade

unions, especially in the strong-

er industries. Those claims are on top of, and not in place of, the demands for a reduced working week.

Dr. Albeda said of the current discussions on the reduced working week: "Employees may well ask for more jobs rather than for more money, but if the latter raises wage costs, the impact on corporate profitability will be negative and so will the impact on em-

ployment."

Dr. Albeda did state, however, that given workers' demands for a reduced working week, and five-shift working,

the employers' worries about high absenteeism and a shortage of mobility of labour and the government's need for wage moderation, some way of reconciling all the demands in one policy could be found and that he was working on this.

The unions' hostility towards the current Right-of-centre Cabinet is unlikely to be soothed, however. In the meantime, the unions' threatened demands for higher wages in strong industries may well be taken over in industries across the board. This, it is feared increasingly, could easily lead to industrial disputes on an un-

Dutch scale.

# A new land with an ideal climate... for investment

## FLEVOLAND

### Nuclear debate

CONTINUED FROM PREVIOUS PAGE

steam coal over a 10-year period starting in 1980 was signed in September between a Dutch trading group and the Polish state coal company.

The subject of the Netherlands' own reserves of coal is frequently raised but the Government sees no prospect of them being exploited this century. The cost of re-opening the mines, which were closed down in the late 1960s and early 1970s, would be prohibitive. Even allowing for improvements in mining technology and the rise in energy prices generally, their exploitation would be uneconomic. The underground conversion of the coal into gas is a long-term possibility, but the seams are so deep and fragmented that even this would have to wait until long after the year 2,000.

However, the Netherlands is following closely experiments being carried out in West Germany and Belgium. The gasification of imported coal is a likelier prospect, and would offer the twin advantages of being acceptable environmentally, and of making use of the country's extensive network of gas pipelines and pumping stations.

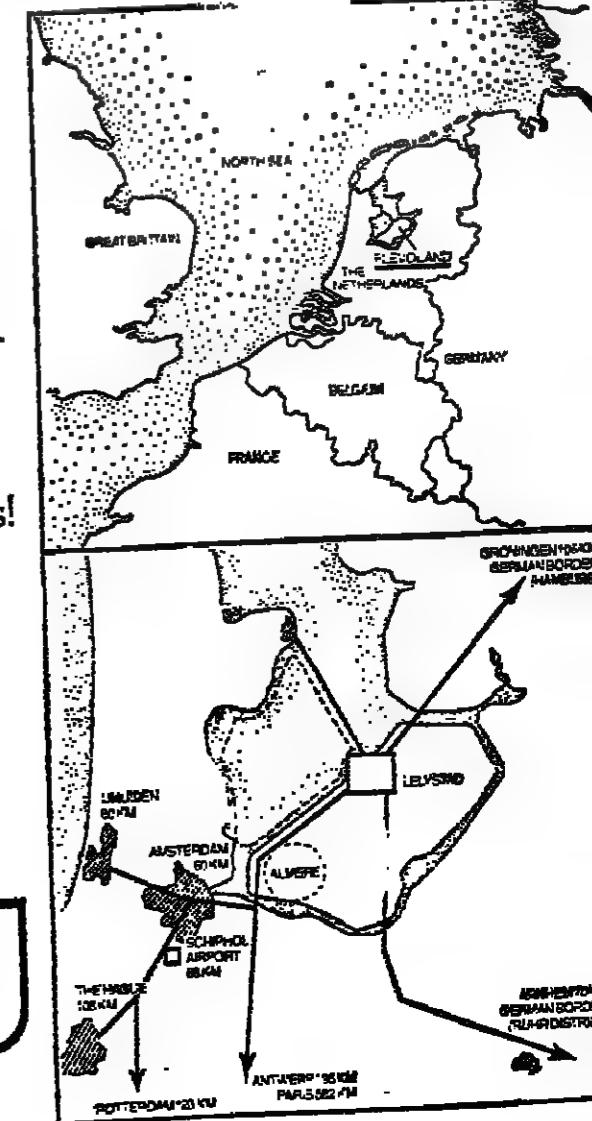
Gas is the least controversial piece in the Dutch energy jigsaw, although accounting as it does for just over half of total primary energy supply it remains an essential element. With no prospect of major new discoveries the emphasis is now on the best possible use of existing supplies and on increasing imports. To retain the large Slochteren field as a strategic reserve the smaller fields are being used up first.

## Reserves

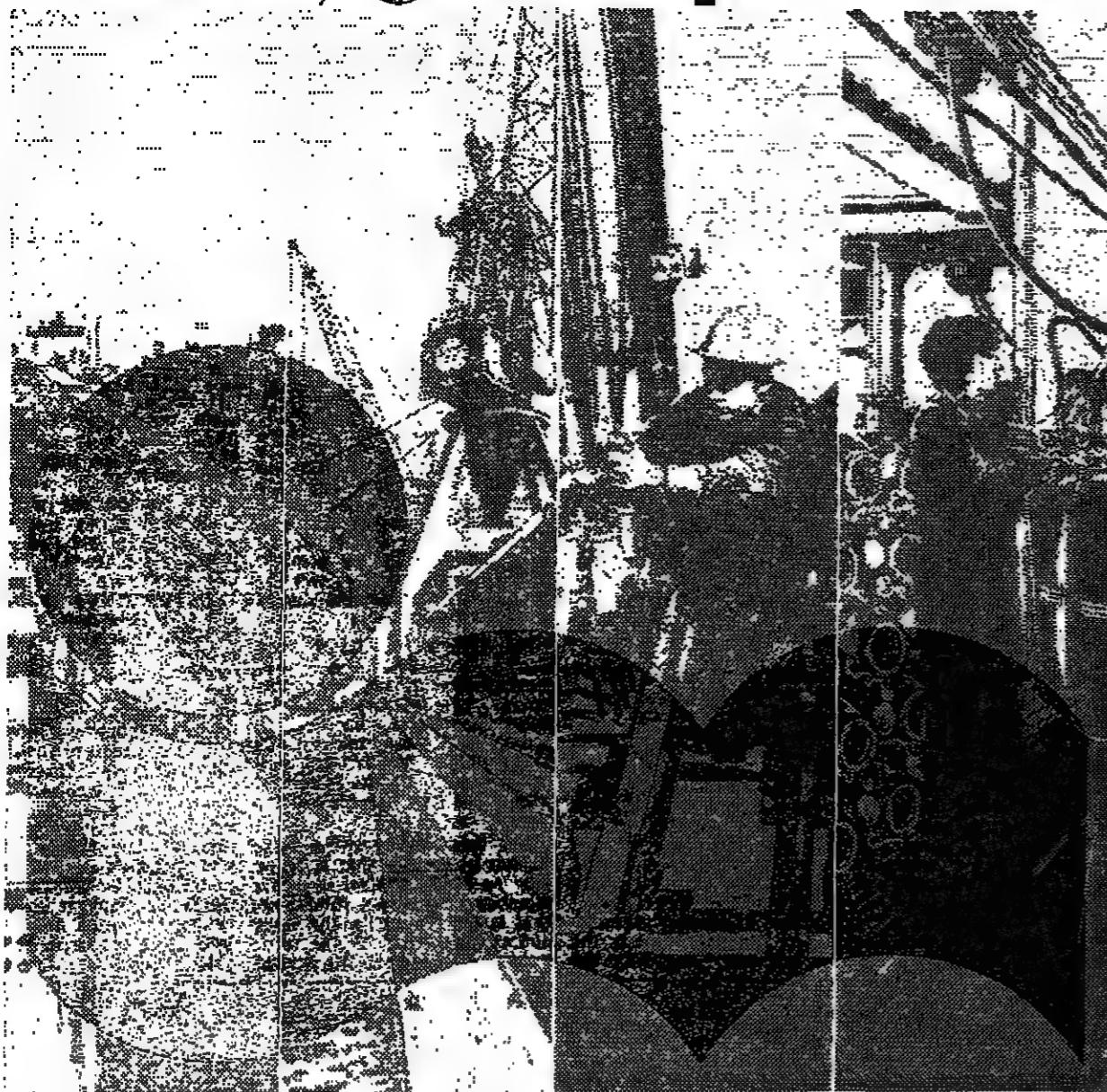
Proven reserves fell by 750 cubic metres last year to 1,735m cu ms, according to the national marketing and distribution company, Gasunie. This is enough to meet expected domestic demand of 891m cu metres up to 2003 and export obligations of 805m cu metres and still leave a reserve of 2430m cu metres. When expected reserves—with a 50 per cent chance of actually being recovered—are taken into account, then the feed power into the local grid.

Before 1932 the heart of Holland was an inland sea formed as a result of an overwhelming flood, the St. Elisabeth's Flood, in the year 1418. Now the land has been reclaimed and forms an enormous "polder". Polder is the name given to a piece of land, which falls dry when surrounding the sea with dykes and pumping out the water. These massive 40 feet high dykes for which the Dutch are famous—enclose a huge stretch of open land. In the centre of this new land, called Flevoland, Lelystad is situated. Lelystad means "Lely's town" named after the celebrated hydraulic engineer Lely, who planned the system of the great dykes and polders. Lelystad, a lively town with a young population and prosperous industries, lies in the heart of Holland at a short distance from important cities (see map). Two years ago the first pile was driven into the ground for building a completely new town: Almere. In both Lelystad and Almere there is plenty of space available. Space for people. Space for industry. Also for your enterprise. Whether it is a factory, a department store or a laboratory. We can still offer you cheap building sites and good facilities. In other words, we did the pioneering, you may reap the benefits! For detailed information, please apply to: Development Authority Lake IJssel Polders, Smedinghuis, Zuiderwagenplein 2, 8224 AD LELYSTAD, The Netherlands. Tel: 010 - 313200 - 92222, ask for Mr. H. Hoekstra or Mr. P.A. Reynders.

Flevoland, Holland, has room for your future



# internatio-müller: adding it all up



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The Internatio-müller group consists of 4 main divisions, each with its own sphere of activity: trading, transport, contracting and manufacturing. These activities are distributed throughout the Netherlands, Great Britain, West Germany, France, Belgium, Switzerland, Portugal, the United States, Netherlands Antilles, Brazil, South Africa, Australia and New Zealand.

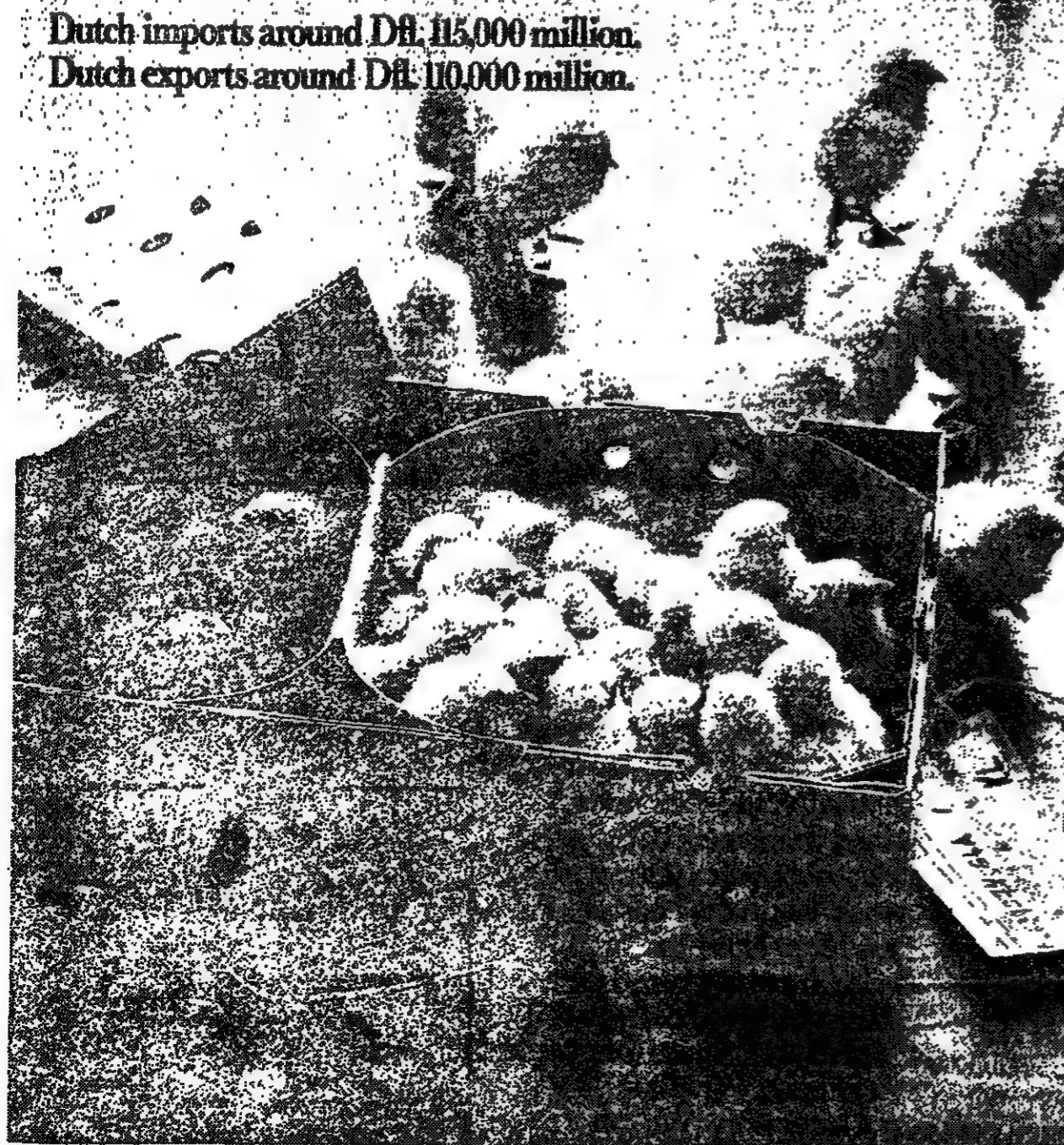
For our booklet "Some Facts" write to:

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By not focusing the activities at one point but spreading them over a limited number of areas, we achieve great stability combined with less vulnerability to economic trends and fluctuations. This ensures the stability needed for continuous operation. A stability that guarantees a solid base for the continuity of all individual companies and of the group as a whole. A reasonable growth margin is built into this policy, either within the operating companies or through acquisitions.

**Our The Organisation**  
The keynote of the Internatio-müller group is a clear-cut organisational structure based on the parallel development of more than 100 operating companies, which are grouped into four areas of activity. The Group's work is decentralised in the sense that each operating company has a high degree of autonomy within its area of operations. This means: closer business contacts, shorter lines of communication, quicker, more personal service and optimum opportunity for each employee. Yet, the Group's work is centralised in the sense that the operating companies can make use of the facilities of associated companies and other organisations of the group and, through the services of the Head Office, have access to all the specialised information, experience and know-how existing within the group.

Dutch imports around Dfl. 115,000 million.  
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## THE NETHERLANDS VIII

# Some prominent personalities

PROFILES BY CHARLES BATCHELOR



Gijs van  
Aardenne

WHEN Prime Minister Dries van Agt named his cabinet, nearly two years ago, he promised they would be a "hard-working, unpretentious crew" setting the tone for his Government's low-key approach. In Gijs van Aardenne, his Minister of Economic Affairs, he has found perhaps the personification of this ideal.

In attempting to reverse the decline that has affected many sectors of Dutch industry in the 1970s and open up new and more promising fields, van Aardenne faces a daunting task which he is tackling with vigour. And he certainly could not be accused of pretension in his rather pedestrian presentation of his policies to parliament and the public. Even his political allies will admit that the far-reaching economic policies of the present cabinet have not been put over with the force they merit.

Van Aardenne took over the economic portfolio in December, 1977, at a time of re-evaluation and change. This had already been set in train by his predecessor Ruud Lubbers under the previous left-wing cabinet, which began to cut back on the rate of increase of public spending. The current centre-right Government understandably lays greater emphasis on the

role of the private sector in providing a stimulus for the economy.

Two areas which have kept van Aardenne particularly busy have been those of investment incentives for business and energy policy. The new investment account scheme, introduced in May, 1978, allows loss-making companies to benefit from subsidies and gives additional benefits to the regions. This has been strengthened this year by a scheme for supporting whole sectors of industry in place of merely aiding individual companies.

On the energy side van Aardenne's department is now drawing up proposals for the role of coal and nuclear power in the coming decades. The Netherlands must decide on its fuel mix now that reserves of natural gas are being used more sparingly.

Van Aardenne was born in Rotterdam in 1930. After opting for the scientific side at the local "gymnasium," he went on to study mathematics and physics at Leiden University. He then went to work for the engineering group, Penn, in Bauduin, in Dordrecht, which specialises in oil and gas equipment, and between 1967 and 1970 was managing director of the company.

He became a member of the Right-wing liberal party on the municipal council of Dordrecht in 1964, eventually being appointed leader of the party on the council. Except for a break of three months in 1971, van Aardenne was a Liberal party MP in parliament until his appointment as Minister for Economic Affairs.

As the only Liberal Party minister in the important social-economic-financial triangle of ministers, he is called upon to work closely with his two Christian Democratic colleagues. The fact that van Aardenne, finance minister Frans Andriessen and social affairs minister Willem Albeda are closely matched in ability plays no small part in the success of this co-operation.

In a recent assessment of the performance of the current Cabinet carried out by the weekly magazine, "Elsevier," van Aardenne emerged, in the view of other politicians, as one of the strongest ministers. His strength lies in his ability to take difficult decisions, though he lacks a flair for inspiring others.



Dirk de  
Bruyne

IT COULD convincingly be argued that Dirk de Bruyne, president of Royal Dutch Petroleum and chairman of the board of the committee of managing directors of the Royal Dutch/Shell group, is the most powerful man in the Netherlands. He presides over the third largest company in the world, with 1978 sales of Fl 101bn (\$50.5bn), a sum larger than the Fl 97bn direct spending by the Government of Deutsche Shell before returning to London as Director of Finance in 1970.

De Bruyne is the only one of the four Dutchmen who made up half of the committee of managing directors who is not an engineer by training.

After 10 years in the financial department in the Netherlands, he went to Indonesia where he became treasurer in 1957. A series of financial appointments followed in London, The Hague and Italy as he began the traditional round of the group's world-wide operations. After three years as regional co-ordinator for the group's oil interests in Africa, he was briefly general manager of Deutsche Shell before returning to London as Director of Finance in 1970.

He became a managing director of Royal Dutch Petroleum in 1974 and president three years later. At the same time as his appointment as president in 1977, he took over the chairmanship of Shell Oil Company, the U.S. subsidiary 88 per cent owned by the group, and became a director of Shell Canada.

De Bruyne heads Royal Dutch Petroleum in no less unsettled times than his predecessor, though he does benefit from the fact that the lessons of the four-fold increases of oil prices in 1973-74 can be applied to the less steep rises of 1978.

With the increasing control of the OPEC countries on the production end of the oil pipeline, Royal Dutch/Shell is seeking to develop its strong position in the retail market, he said soon after taking up his present appointment. Despite the failure of its move into nuclear power in the early 1970s, the company is continuing to diversify, developing its coal and metal interests alongside the dominating oil and gas.

The effect of price rises on the valuation of stocks and the accounting principles applied to this, as well as the impact of currency movements, are of growing consequence for oil companies' profits. At such a time a company is well-served by having a financial man at the top.

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## THE NETHERLANDS IX

## Dr. Christoph van der Klaauw

GIVING A neat twist to the truism that the Netherlands is a small country, the Dutch are fond of saying that they really need more than one Foreign Minister since their "abroad" is so large.

Two recent holders of that office, Joseph Luns and Max van der Stoel, both in their own way responded to this challenge. Luns did it with his vigorous support of campaigns such as that for British entry to the EEC. Van der Stoel with the espousal of moral issues such as human rights.

The style of the present Foreign Minister, Dr. Christoph van der Klaauw, could not be in greater contrast. A career diplomat without political experience until his appointment to his present post, he represents a Government bent on taking a quieter, more pragmatic approach to foreign affairs than some of its recent predecessors.

While the fundamentals of Dutch foreign policy of the past three decades are being maintained under Van der Klaauw—support for an integrated European community, for a strong NATO and concern for the welfare of the third world—he style is more restrained. The warning finger will be wagged a little less often and a little less vigorously at a world which does not live up to Dutch expectations of it.

Born in Leiden in 1924, Van der Klaauw took the classics at the local "gymnasium" before studying history at his home town's famous university. The doctorate he

gained in 1953 was for a dissertation entitled "Political relations between the Netherlands and Belgium, 1919-1939."

He became a member of the Liberals—though he puts himself on the left of the party—which forms the right wing of the Dutch political spectrum.

He entered the foreign service in 1953 and moved up the diplomatic ladder with appointments in Budapest, Oslo and Rio de Janeiro. His postings to various embassies were interspersed with attachments to departments dealing with the affairs of NATO, the North Atlantic Council and the Organisation for European Co-operation.

Between 1970-1974 he was the Netherlands' deputy permanent representative at the United Nations in New York. After his appointment as ambassador in 1977, he became permanent representative at the UN and at other international organisations in Geneva. Later that same year he was appointed director general for European Co-operation at the ministry.

Van der Klaauw is conscious that the gods he has set himself will not put him into the headlines, in the same way as his predecessors, though this does not make his aims any less important. He is working with the Economics Ministry to improve the contribution of the diplomatic service to the country's export drive. He also wants to open the service to businessmen who could take a five-year secondment to give the

diplomats the benefit of their experience.

This does not mean issues such as human rights will be neglected—they were discussed on Van der Klaauw's recent visit to South Korea—but they will not form the major issue in any discussions.

He is also working on a reorganisation of the ministry to increase its efficiency. A move from the 23 buildings it occupies (scattered throughout The Hague) to a new purpose-built ministry will certainly help.

Van der Klaauw decided at an early stage that the stormy relations which existed between his predecessor and the Minister for Overseas Development must not be continued under his ministry. Twice weekly staff meetings of the two departments are held and Van der Klaauw and the Development Minister, Jan de Koning, have taken adjoining offices in the ministry.

The lack of a political background has shown up in Van der Klaauw's appearances in the Lower House of Parliament. He is not a strong speaker and the rough and tumble of political debate appear to leave him winded. This undoubtedly is a serious weakness in a country where parliament and public take a close interest in foreign affairs. But Van der Klaauw's diplomatic background stands him in good stead in his efforts to put across the message that Dutch foreign policy has entered a calmer, less dramatic phase.



Van der Klaauw



Zijlstra

## Dr. Jelle Zijlstra

FOR Dr. Jelle Zijlstra the presidency of the Dutch Central Bank is only one stage in a career which has also embraced the academic world and politics.

Not does the 61-year-old Dr. Zijlstra take a narrowly national view of his responsibilities. He is also chairman of the managing board of the Bank for International Settlements in Basle and a governor of the IMF.

As the problems facing the Dutch economy mount, his position as defender of the value of the guilder has made him the focus of increased attention. Aware of his ambiguous position as an independent authority, working within the broad policies formulated by the finance ministry, his public warnings to the Government have been cautiously worded if unmistakably intent.

Dr. Zijlstra rationed his public utterances, but when he does speak his views are accorded great respect—by ministers and bankers. He weighs his words very carefully to achieve the desired nuance and effect. This, and his academic background, suggest a touch of the pedant. In fact the result is a clarity

of expression leavened with a dry humour.

Despite the tough controls over the Dutch banks which he once referred to as "my banks," bankers praise the flexibility of the Central Bank and its appreciation that a quick decision is often called for while the bureaucratic detail can be sorted out later.

Born in the Friesian village of Oosterhierum, Jelle Zijlstra is one of five children from a farming family.

After completing his studies he decided on an academic career, but between two periods of professorships at the Free University of Amsterdam he spent seven years as economics minister and four as finance minister. Before taking up his appointment as president of the Nederlandsche Bank in May 1967, he was called on to form an interim cabinet in which he acted as prime minister, minister of general affairs and finance minister all at the same time. After remaining in power for just over four months he took over the post he has now held for 12 years.

The billions of guilders which threatened was averted.

The billions of guilders which threatened was averted.

went into building dams, roads and bridges in Zeeland after the disastrous floods of 1953 but it was soon seen as a useful stimulus for the regions. Despite the initial reluctance of the civil servants involved, some departments have made a successful move and a further 5,500 government jobs have been promised for the north and south east of the Netherlands over the next five years.

The Central Statistics Office (CBS) moved some of its operations to Heerlen in South Limburg. More than half of the expansion of the CBS now planned will take place there and not in The Hague. The removal of the Post Office is proving more difficult and has made the planners wary of trying to prise away well-established departments with good organisational reasons for being in The Hague. The emphasis is therefore now on setting up new departments in the regions.

Studies have shown that civil servants who make the move enjoy the better quality of life in the uncrowded east while department heads can more easily find staff. The regions benefit from guaranteed jobs which will not be scrapped during a recession, which is often the case with industry. Many of the jobs moved are high-quality white collar appointments. Government services are expanding and are providing the

CONTINUED ON NEXT PAGE

## Pieter Lakeman

JUST over three years of bargaining for higher standards of company accounting, Pieter Lakeman has taken on one of the largest companies in the Netherlands. He has not made himself popular with some directors or accountants but he commands a great deal of respect.

Lakeman, a 37-year-old economist, set up his Foundation for

Investigation of Business

Information—SOBI in Dutch for short—in April 1976. His aim to force management to be

absolutely open about their

financial affairs so that share-

holders, works councils, the

ions, creditors, and custo-

mers can form a sound judg-

ment of the company.

Surely this is covered by the

new company's act, which

dates from 1971? Lakeman

thinks not. He believes that not

it was the legislation which

was drawn up deliberately

to allow companies to

"improve" the look of their

books, but also that it has not

kept up with modern develop-

ments, surely then the business

member attached to the

Dutch district court would

have known that the law was not

dead? Until Lakeman came

no shareholders' group

had been keen to fight a

through the court. In fact

our judges had little to

do until Lakeman began his

own campaign.

works from one room,

serves as an office and

quarters, on one of

Amsterdam's picturesque canals,

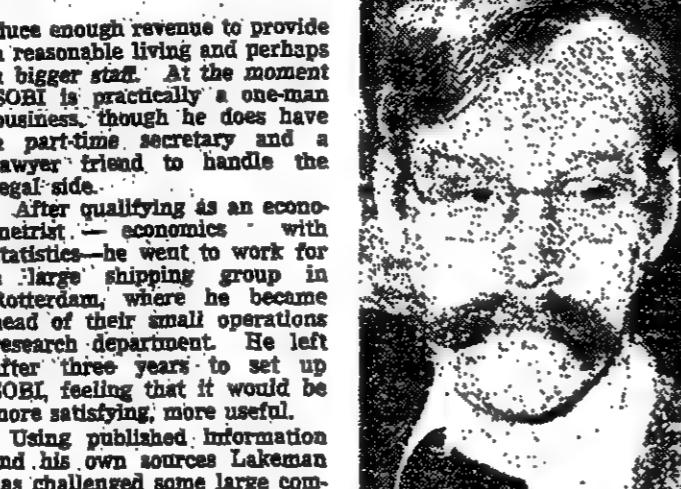
and has opted for a

new existence until he

the fees earned on carry-

out investigations for

clients, or shareholders, pro-



One company, which he refuses to name, suggested it pay him "expenses" if he dropped the investigation he was carrying out into its affairs. But Lakeman is tenacious—once he has established errors or omissions in a company's accounts for one year he will often come back to challenge subsequent accounts.

His activities have caused severe embarrassment to a number of Dutch accounting firms who have seen accounts which they have audited found wanting by the business court. Lakeman says his aim is not to make life difficult for the accountants but for the company boards which try to "beautify" their results.

He feels he is establishing a body of law which will enable accountants to stand up to unscrupulous companies. This is already happening and accountants are telling companies that certain practices could land them in court, facing a SOBI challenge.

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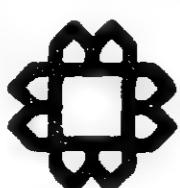
In addition the bank expanded its activities in Belgium, the Federal Republic of Germany, France and Switzerland.

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5. financing and project development in association with others;
6. the physical expansion of the bank's operations by issuing mortgage bonds via the Amsterdam Stock Exchange and by placing private loans. The mortgage bonds, which are all quoted on the Amsterdam Exchange, are easily marketable.

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For further information, contact: Group Secretariat Westland/Utrecht Hypotheekbank, P.O. Box 10394, 1001 EJ Amsterdam, The Netherlands. Telephone: 020-263131 Telex: 16129.



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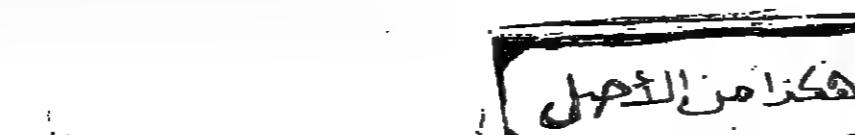
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# Hard-hit sector is now more hopeful

## SHIPBUILDING

MICHAEL VAN OS

RELATIVE PEACE has returned to the Dutch shipbuilding sector. All major reorganisation programmes have now been announced and are being implemented at full speed. The trade unions have been cooperative so far, and no major strike action has occurred to thwart the plans. Personnel reduction has largely been achieved through natural wastage and there have been no major redundancies.

The reorganisation will, in practice, mean that the total number of employees will be cut by an average of 30 per cent. Actual shipbuilding capacity is being cut more substantially. The percentage of companies building large-size ships is higher, elsewhere the figure will be lower. However, discussions on cutting capacity in the former sector have not yet been concluded.

As with similar schemes in Western Europe, the aim of the Dutch reorganisation programme is to stimulate the sectors that are considered to have a reasonable future, and to cut other sectors drastically where the outlook is particularly grim. What capacity remains in the 1980s, in terms of shipbuilding capacity, should be modern and competitive.

Cebosine, the Netherlands Association of Shipbuilders, said in September that it was not too optimistic about the prospects. It felt that the far-reaching State aid measures have not quite had the desired effect so that the maintenance of a reduced and restricted shipbuilding sector is assured for the future.

### Facilities

Given a continued bad market situation, shipowners should be offered attractive financing facilities on top of the existing aid measures. As long as no binding agreements have been made on this on an international scale, the level of national aid measures will be one of the most important factors in the struggle for the scarce orders," said an association spokesman.

Cebosine stated that as far as the current reorganisation was concerned, the Netherlands has started earlier than most other countries, who are often still at the beginning of this laborious and painful process.

Just how hard Dutch shipbuilding has been hit is shown by the decline in the overall order book value of the industry over the past few years. The estimated value of orders still in hand totalled F1.85bn at the end of 1978, compared with F1.24bn at the end of 1977 and F1.25bn at the end of 1976. The Dutch share in world tonnage delivered amounted to 14, 17 and 18 per cent, respectively. More recent figures show that in terms of gross registered tonnage, the tonnage still in portfolio at June 30, 1978 amounted to 265,542 grt.

Figures from Lloyds Register of Shipping showed that as at June 30, 69 ships were under construction. This represented

a tonnage of 166,641 grt, which was down 44,562 grt from the position three months earlier.

According to the annual statistics supplied by Cebosine, the total turnover generated by the Dutch shipbuilding sector declined to F1.42bn in 1978, from nearly F1.5bn in 1977 and F1.52bn in 1976. The share accounted for by exports dropped to F1.6bn, from F1.24bn and F1.3bn, respectively.

The impact of capacity reduction and the lack of orders is also very evident. The number of people employed in shipbuilding declined to 39,300 in 1978, from 43,100 in 1977 and 46,500 in 1976. Only 41 per cent

of Dutch industrial workers are still employed in shipbuilding.

The Economics Ministry acknowledged in its Budget Memorandum for 1980, published in September, that the many hundreds of millions of guilders injected as part of the policy plan into the shipbuilding sector, in the period 1977 to 1980, would not be sufficient.

It also stated that its policy of less participation had not provided the desired impact on orders received as a result of the long duration of the crisis.

Economics Minister Gijs van Aardenne announced he would ask the Policy Committee whether it is necessary to amend the plan in the light of the changing circumstances and to study whether more aid measures would be more effective.

The ministry said that the earlier approved restructuring programme had proven to be "too optimistic". He referred to two of the five groups of yards. The problems were hitting hardest the yards where the largest ships were constructed.

Yards where dredging equipment was being constructed, more severe capacity cutbacks would be needed, Mr. Van Aardenne stated. He added that there was another reason for the current gloom. The initially sizeable impact on the order flow of the so-called Maritime Plan, governing the years 1976 and 1978, had virtually disappeared. It had appeared that the investment stimulus laid down in the new investment control law (WIR) had not been of the same magnitude for the shipowners as the Maritime Plan.

One of the reasons for this was that WIR-premiums did not apply to the construction of ships that would be chartered long-term to operators who do not pay tax in the Netherlands. The minister said this issue was subject of interdepartmental discussions.

Acknowledging this problem,

the Cebosine said that the previous scheme has been fairly successful in achieving fleet modernisation. The aid to owners under the Maritime Plan is still continued, faces the same fate.

Plan amounted to an annual investment premium of 4.75 per cent over the invested value, spanning five years. It said that the scheme had resulted in a "reasonable" number of orders for Dutch shipyards, particularly those constructing smaller merchant vessels.

Fleet investments had been running at F1.1bn a year. But, the organisation added, for the coming years the need to

modernise the smaller ships in the Dutch fleet would scarcely arise. The Royal Shipowners Association (KNVR) noted, in its annual report, that the fact that 16 ships were not constructed in the Netherlands during the period the Maritime plan was in force was attributable, for example, to better delivery dates or financial conditions offered abroad.

### Competition

The Netherlands Credit institution for the shipping sector, said that in all, 152 ships mainly smaller types, were built in the period January 1976 to June 1978, when the Maritime Plan was in force. At the end of last year, 50 per cent of the fleet of smaller ships, totalling about 8,000,000 tons dw, was less than six years old. In 1978 alone, 57 new ships were added to this fleet, whereas mainly smaller and older vessels were disposed of. The KNVR noted, however, that the average age of the Dutch merchant fleet had improved the last few years, but, at 10 years, was still "well below" that of competing European countries.

Though welcoming the fleet modernising possibilities offered, the Netherlands' largest shipping group, Royal Nedlloyd in Rotterdam, said in its annual report, without mentioning the Netherlands specifically, that it was not undividedly happy with the ship-building support schemes operated in "several countries."

The company said it feared that capacity for building new ships was being maintained artificially as doubtful orders from a marketing point of view were being placed.

Obviously, problems at some yards are being solved, but overcapacity in the shipping sector is bound to continue as a result," Nedlloyd said.

As for the drastic reorganisation of major Dutch shipbuilding companies, no companies were left unscathed. IHC, the specialised shipbuilding company, saw its offshore construction activities being slashed and pinning its hope on an upturn in the pruned dredging sector and other specialised activities.

Gusto was closed and the Verschueren yard in Amsterdam, where resistance to its closure is still continued, faces the same fate.

The quoted shipbuilding company, Van der Giessen-de Noord, where small- to medium-sized ships are built, has also been curtailed, but the longer-term future for its products looks somewhat better. The yard is to be modernised with State assistance, and the Government has also taken a majority interest in the company, in which the larger RSV group already had a stake.

Van der Giessen is still heavily in loss, however, with the first half loss amounting to F152.2m, compared with a loss of F18.6m in the same period of 1978. The loss for the full year is not expected to differ much from the half-year figure.

By far the most drastic reorganisation has taken place at Rijn-Schelde-Verolme (RSV), the shipbuilding and engineering group. It has divested of its capacity for building large ships and large offshore installations to be operated at reduced capacity. After a series of mergers in the Dutch shipbuilding and engineering sector which started in 1965, RSV emerged in its current form in 1971. Where it had made a profit of F165m in 1974, the ferocious impact of the depression in the shipping market became obvious in 1976. In the years 1976 to 1978, the loss has totalled F1144m.

The problems have worsened because of an unexpected slump in the ship repairs sector. As a result of the massive financial injections, the State has acquired a 40 per cent interest in RSV.

Just how necessary the various aid schemes were became apparent in 1978. As a result of the massive financial injections, the State has acquired a 40 per cent interest in RSV.

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The second batch of aid measures announced by the government, totalling F115.5m, would be granted on condition that a management consultancy would review general efficiency within the group and the management structure. Following the proposals, it was announced in September that RSV will become strongly decentralised and seven largely autonomous units are being created.

In the letter of June 1, van Aardenne said he had been informed by the Shipbuilding Policy Committee, that the prospects for the construction of new large ships had been "very gloomy". He said that the rock-bottom level in this market, where RSV had been exposed more deeply than any other company, would only be reached in 1981 - "profitability could only be expected around 1983," he added.

### Selected areas

CONTINUED FROM PREVIOUS PAGE

promise of a steady growth of employment in the years ahead.

Businesses expanding, or setting up, in the development areas in the north and south-east can make use of a range of regional incentives. Despite this variety the economics ministry says that companies have no difficulty in finding out what aid is available and what is best suited to their needs.

The longest-running element in the system of incentives is the Regional Investment Grant (RIG) which is available for investment by industry or the services sector in the northern provinces, in the south of Limburg and in individual towns elsewhere such as Tilburg and Bergen op Zoom. Companies receive a grant of 15 or 25 per cent depending on the area to which they are moving for investment in ground, buildings and machinery.

Businessmen investing in areas covered by the 25 per cent grant, as in southern Limburg, may choose to receive a lower basic premium of 15 per cent plus F12,500 (80,250) for every permanent job created.

However, the "mixed" premium has not proved popular because it takes longer to establish that permanent jobs have been created.

The cost to the Government of the RIG scheme is about F1.25m (\$1.25m) a year but an increase of F1.75m has been budgeted for 1980.

The Investment Account Legislation (WIR), which took effect in May, 1978, is a more general instrument of investment policy but it does contain elements important for the regions. It provides aid for companies relocating out of the crowded west of the country and special regional supplements to encourage investment in areas with particular social and economic problems.

The cost of the new Sectoral Policy, which was announced in September, funds will be available to sectors of industry rather than to individual companies to support the process of renewal and modernisation.

To soften the impact of this change of direction, job-support grants will be given in areas of high unemployment.

These grants will decline from

Limburg, Groningen, Overijssel, Drenthe and Friesland

quality as areas with significant problems and premiums of 30 per cent are available on business buildings and 10 per cent on fixed outdoor installations - which covers anything from a static crane to an oil refinery.

Since the WIR facility has only recently been introduced its effectiveness has still to be assessed but, on the basis of orders placed, assistance of F1.75m in 1978 and F1.45m in 1979 has been budgeted for.

### Levy

To discourage a further concentration of industry and employment in the most prosperous part of the country a levy was established under the Selective Investment Regulation (SIR), is applied to investment in the western and central part of the Netherlands. A rate of 13 per cent is now proposed on new business buildings while an eight per cent levy has been set on fixed outdoor installations.

The SIR area covers large parts of the provinces of North and South Holland and Gelderland as well as all of Utrecht.

Under the Government's new Sectoral Policy, which was announced in September, funds will be available to sectors of industry rather than to individual companies to support the process of renewal and modernisation.

To soften the impact of this change of direction, job-support grants will be given in areas of high unemployment.

These grants will decline from

F1.10m (\$552m) in 1980 to

F1.30m in 1983, as the sectoral

policy takes effect. In the meantime they will provide an additional stimulus to regions with pockets of unemployment of 7 per cent and more.

A number of regional development agencies have been set up

to assist specific areas. The

Northern Development Company (NOM) is now five years old and is now the most firmly established.

The NOM invested a total of F115m in 25 companies in the five years up to December 1978. Its area of operation covers Groningen, Friesland, Drenthe and parts of Overijssel. In some cases it has acquired full ownership of a company but it stresses that it is willing to reduce its stake if other partners can be found.

In the south east, the Limburg Institute for Development and Financing (LIOF) can offer a wide range of assistance, in the form of subordinated loans, equity participations and loan guarantees. The Overijssel Development Company (ODM) and the Gelderland Development Company (GDM) are also expanding their activities, though their scope is more limited than the NOM or the LIOF.

In Friesland and Drenthe regional aid has succeeded in reducing the gap between these provinces and the prosperous west of the Netherlands.

In Groningen and South Limburg the problems are proving more difficult to solve.

Clearly, these regions are not being abandoned to their fate but the realisation is growing that private industry alone cannot provide the necessary jobs.

The Netherlands' regional policies have been partly successful but there is still a long way to go.

## THE NETHERLANDS XI

## A market with great potential

FOR A relatively small country, the Netherlands has for many years had one of the most vigorous aerospace industries in Western Europe. This is largely built around the Royal Netherlands Aircraft Factories Fokker, which employs over 7,000 directly on the research, development and manufacture of civil and military aircraft and in space activities. But the industry also comprises some major research and other institutions such as the Netherlands Agency for Aerospace Programmes (a semi-government body), the National Aerospace Laboratory (a research institute), and the Aerautical Engineering section of the Delft University of Technology.

Today the industry is effectively represented world-wide by Fokker (originally founded by Anthony Fokker 60 years ago), which has carved a major niche for itself in the short-to-medium range market for small airliners, both jet and turboprop, although military aircraft also figure substantially in the company's current work programme.

In 1969 Fokker joined forces with Vereinigte Flugtechnische Werke of West Germany, under the Zentralgesellschaft VFW-Fokker. In what was at that time the first truly trans-national aerospace collaborative group in Western Europe, with two basic operating companies,

## AEROSPACE

MICHAEL DONNE

Fokker-VFW and VFW-Fokker.

But this association is now on the verge of being dissolved, with VFW itself likely to be amalgamated with the Messerschmitt-Bolkow-Blohm group in West Germany, and Fokker reverting to a solely Dutch national status, although it will continue with the various international collaborative civil, military and space manufacturing programmes on which it is engaged.

Of these aircraft the most successful has been the twin-turbo-prop engined F-27 Friendship, which has been in continuous production for more than 20 years. During that time more than 700 of these Rolls-Royce Dart-powered aircraft have been built, including 205 built under licence in the US by the Fairchild Industries group. The F-27 is thus already the best-selling turbo-prop airliner yet built, and interest in it remains so high that Fokker has decided to continue production of it during the 1980s.

The sister aircraft to the F-27 is the F-28 Fellowship, a

65-85 seat twin-engined jet airliner for short-to-medium hauls of which more than 150 have been sold worldwide. As with the F-27, many UK companies, including Rolls-Royce, are also involved in the supply of parts and equipment for the F-28.

Apart from its own civil programmes, Fokker participates in the European A-300 Airbus programme, with a 6.6 per cent stake, where it is responsible for production of all the moving parts on the wings. Fokker also contributes to the UK Short Brothers SD-330 Commet airliner, producing the outer wings and struts.

On the military side Fokker is a member of the transatlantic multi-national consortium manufacturing the US General Dynamics F-16 combat aircraft. Fokker is making 617 mid-fuselage sections and an equal number of wing-part sets for the F-16, and it has a final assembly line responsible for producing 174 F-16s for the Dutch and Norwegian air forces. Mid-fuselage sections and wing-part sets are also being delivered to F-16 assembly lines in Bel-

gium and the U.S. The production rate of Dutch-assembled F-16s is three aircraft a month.

But for the future Fokker is concentrating its civil plans in two directions—participation in the development of the A-310 200-seat version of the European Airbus (in addition to its share of the A-300 programme) on which discussions with the Airbus Industrie consortium are still in progress, and development of its own F-29 twin-engined short-haul 115-130 seat new-technology airliner.

It is the latter which promises to be the major programme for Fokker during the 1980s. It has been estimated that up to

the end of this century there is likely to be a world market for upwards of 1,000 aircraft in this broad 100-130 seat category for new short-range jet airliners.

## Demand

These will be needed to replace existing ageing aircraft, such as One-Elevens, Caravelles, early versions of the U.S. DC-9, Boeing 737 and Boeing 727, as well as to meet a newly emerging demand for quiet fuel-efficient short-haul air travel in countries where it has never before been available.

For some time past Fokker has been discussing its plans for the F-29 (originally known as the Super F-28) with airlines in many countries, and is now

collating the views of nearly 30 different airlines so as to refine the design of the F-29 during the coming winter. The aim is to start engineering some time in 1980, depending upon world market demand, with first delivery to the airlines in 1985. The Dutch Government has in principle promised its full support for the development of the F-29, but

Fokker has also been discussing the possibility of risk-sharing international collaboration on the aircraft with manufacturers in Western Europe, the U.S. and particularly Japan, where interest in the aircraft is very high.

At present the possibility of collaboration with the UK is remote—although not entirely ruled out—because of the commitment by British Aerospace on the BAE 146 four-engined feeder-liner, which is a competitor for the F-29's markets.

It is also possible that the European Airbus Industrie consortium itself could produce a rival design, under its so-called Joint European Transport (JET) programme. Although no specific projects in this field have yet emerged, the Airbus group recently set up a project office to collate the ideas of its member companies.

Whether the F-29 itself continues as a solely Dutch national venture or as an international collaborative venture with companies in the U.S. or in

Japan, or whether it becomes part of some wider European short-haul jet transport programme under the umbrella of Airbus Industrie, remains to be seen. At present, Dutch Government and aerospace industry thinking appears to be based on keeping the F-29 as a separate airliner venture, although with some measure of international collaboration.

Certainly Fokker appears to have a substantial edge on the rest of the market, with the possible exception of Boeing which may emerge with a new variant of its 737 to ensure that it retains its currently dominant share of the short-haul market worldwide. Fokker is ahead of

Airbus Industrie in its design plans, although there is still the question of competition from the BAE 146 (although that aircraft industry yet launched).

Thus the Dutch Government and Fokker itself, will not surrender the currently advantageous position on the F-29 lightly; or see it submerged into a wider European programme without something substantial in return, such as a major share of any new European short-haul venture. The market is so great, and the rewards for any successful venture so high, that the Dutch industry is determined to get a substantial share of it through the 1980s and beyond.

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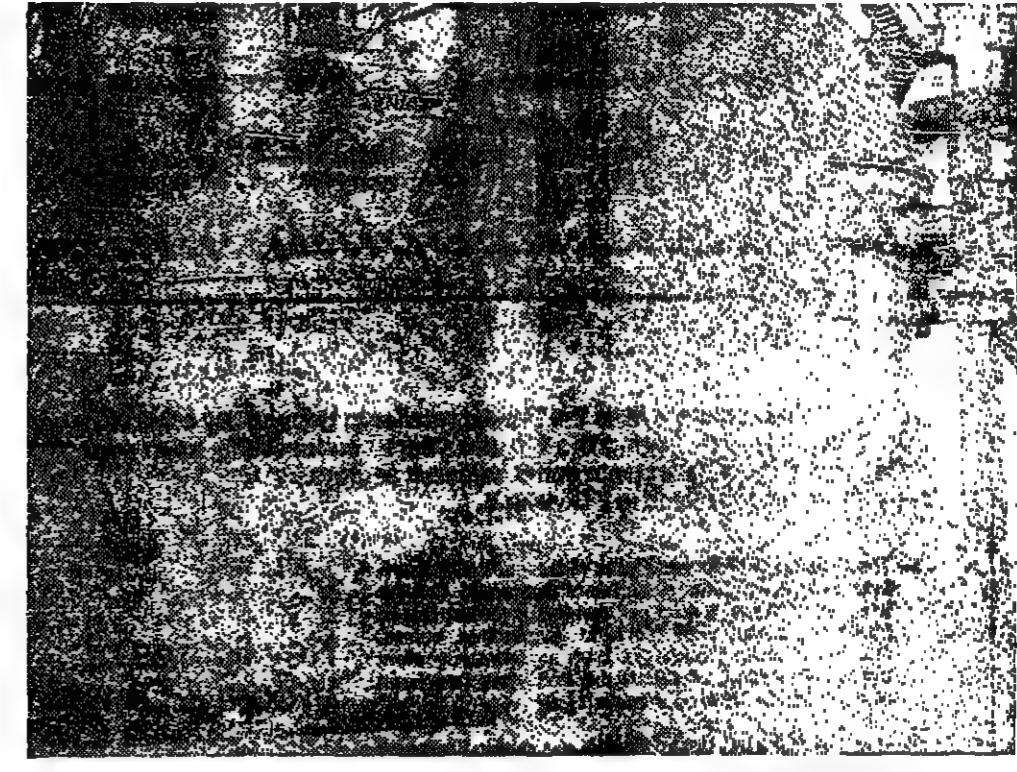
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ESTEL Technical Services

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## Some signs of recovery

## CHEMICALS

SIMON GESCHWINDT

ONCE DESCRIBED as the "locomotive" of Dutch industry, the chemicals sector started running out of steam four years ago. Signs are that it is picking up again and optimism still cautious—despite greatly improved results—is breaking through.

Results for the first half of 1979 appeared to reflect a remarkable recovery in the fortunes of many chemical producers. But closer examination reveals that the improvement is rarely based upon real, long-term, strengthening of demand.

Akzo's first-half net profit climbed from Fl 35.6m in 1978 to Fl 101.6m in 1979. But Fl 35m was directly attributable to profits on stock in hand generated by recent big increases in the value of petrochemical feedstocks. Value of stockholders' interest in F-27s will be spread over trading results of the last two quarters.

The company forecasts a decline in profits during the second half of 1979. Stocks will have to be replaced at the skyrocketing prices imposed since the time of the Iranian revolution; trading has been slack generally during the holiday period. It nevertheless proposes paying an interim dividend in November for the first time since May 1975.

The DSM group's forecast of first-half losses of Fl 100-200m proved pleasantly inaccurate. Losses amounted to only Fl 35.6m, and the yearly loss will be considerably lower than expected. The group acknowledged

ledges that improved product prices were based upon a demand strengthened partly by customers' stockpiling in anticipation of further feedstock price increases, a trend that is representative throughout the Dutch petro-chemical industry.

Prices of chemical products, depressed by the effects of overcapacity, have shown a recovery this year, but not sufficient to offset the pressure on margins applied by feedstock price escalation. The industry's turnover increased to Fl 21,300m in 1979 from the 1977 figure of Fl 20,800m.

## Investment

Investment in 1978 fell to Fl 1,972m from Fl 2,378m in 1977. Overcapacity is discouraging large-scale investment in the bulk chemicals sector, which is already over-represented in the Netherlands. Concentration is mainly on upgrading, energy-conservation, and environmental projects.

Exceptions include a multi-million guilder expansion programme by the U.S. company, Oxitane, and Akzo Zouti Chemie's Fl 225m chlorine plant project. DSM and Shell are constructing

plant for production of gasoline additives to meet the demand following introduction of anti-leaded legislation in Europe.

Oxitane plans expansion into several areas of butane-based production, including an octane-boosting gasoline additive, and catalyst initiators. Production at Akzo's planned 250,000 tonnes a year chlorine plant in Rotterdam will be aimed principally at the home market, and for captive use as vinyl chloride feedstock.

DSM started up its new 450,000 tonnes a year ethylene plant in Limburg early this year. The Fl 700m project probably will be the last of its kind in the Netherlands until the revival of ethylene demand and absorption of overcapacity forecast for 1985. By that time the Dutch petrochemical industry will almost certainly have committed itself to increased utilisation of liquid petroleum gas (LPG) feedstock.

A report published this year by Rotterdam harbour board and local councils emphasises the urgent need to construct LPG terminal facilities in the Rhine-Meuse area. It concludes that flexibility of gaseous feedstock is essential to long-term competitiveness, and vital not

only to the industry's growth, but even to its survival.

Europe's petrochemical industry forecast an increase in use of LPG from 1 per cent in 1975 to 5 per cent of total feedstock in 1982. The forecast for the Netherlands is 10 per cent in 1982 rising to 35 per cent in 1995. Shell and BP have already submitted a request for planning permission for a joint LPG terminal in Europoort.

The Dutch are attracted by brighter prospects in the fine chemicals sector. It has the advantages of high added value, a relatively low energy quota, and can compete on quality and innovation rather than price. But any change of direction will be very gradual.

At the May annual meeting of the Federation of Dutch Chemical Industries (VNCI) its chairman, Mr. E. W. ter Horst, pointed out the current disadvantages of operating in the Netherlands until the revival of ethylene demand and absorption of overcapacity forecast for 1985. By that time the Dutch petrochemical industry will almost certainly have committed itself to increased utilisation of liquid petroleum gas (LPG) feedstock.

Labour remains a worrying aspect of production costs in the Netherlands. According to VNCI data, the cost per employee has risen to Fl 53,800 a year compared with the UK's Fl 23,800 a year. Hours of production per employee per year amount to 1,650 against 1,980 in the UK. Total labour costs in terms of production in the Netherlands are more than double those in the UK.

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## THE NETHERLANDS XII

## Big problems over dairy products



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### Netherlands

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Vroom & Dreesmann B.V. is the largest retailer in Holland. By origin a department store chain, it has - during the last few years - successfully been expanded into other retailing fields and into some adjacent sectors. The Group is organized in 7 Divisions.

1. The Division Department Stores with around 60 department stores, 25 junior department stores and 40 wine and liquor shops, a group of Vendormax (better priced furniture) stores, and Vendomax automotive stores. A chain of large (45,000 sq. feet) home improvement centers is added, of which the first store has been opened and 3 will be opened next year.

2. The Division Specialized Softgoods contains a men's and ladies' ready-to-wear chain of 50 outlets and a ladies' foundation and intimate apparel chain, also of 50 stores. A leisure wear chain with around 40 outlets (the majority franchised), a group of about 10 ladies' high fashion ready-to-wear stores and a small group of men's ready-to-wear stores in the more classical styles also belong to this division. Two manufacturing plants of ladies' and children's ready-to-wear are integrated in this division.

3. The Division Hardgoods consists of a chain of 15 outlets in brown and white big ticket goods, a chain of 35 optical shops, 5 jewellery stores, a chain of 26 catalog showrooms, a chain of 37 photographic and audio shops, an importer and retailer of motor and sailing yachts and an organization that imports caravans and also sells them directly.

4. The Division Food consists of a food discount chain with 280 large and medium sized supermarkets - which is the second largest food retailer in Holland - and about 20 wine and liquor discount shops. A chain with 5 discount superstores in the The Hague area belongs to this division.

5. In the Financial Division are organized a commercial banker, a bank for personal loans, a stockbroker and an insurance broker and some other related organizations.

6. The International Division contains a majority participation in Dillard Department Stores, consisting of around 46 department stores, half of these are located in Texas, the rest in Arkansas, Kansas, Louisiana, Missouri, New Mexico and Oklahoma.

The Group has an important participation in the Outlet Company, with 9 department stores, 13 junior department stores and more than 70 specialty stores in ladies' ready-to-wear and a chain of 67 mainly men's wear stores located in the North East, Washington D.C. and Chicago-Detroit areas respectively.

The Group also has a participation in H.J. Wilson Co., Inc., one of the largest catalog showroom chains - containing 40 stores - in the U.S. The chain is located in the Sunbelt.

The Company holds 100% of the shares of Ultralat S.A., a retail chain of 50 outlets, located in the greater São Paulo and Rio de Janeiro areas. The chain retails brown and white big ticket goods, furniture and small household goods; connected to this is a consumer credit bank - Ultralat S.A. - and a participation in a large advertising organization.

The 3 outlets of our ladies' foundation chain in Belgium are being expanded to at least 10 stores. The Group holds a minority participation in a food discount chain in Belgium.

7. In the Division Service Industry are organized clusters of second homes and related infrastructures, courier services and other activities.

Consolidated inland retail sales of the Group have been around hfl. 4.4 billion in the year 1978 and the unconsolidated total volume of the Group has been well over hfl. 5.6 billion in that year.

### Key figures of Vroom & Dreesmann

	1978/79	1977/78	1976/77
Total gross sales	2,800	2,043	1,598
Consolidated:			
1. Gross sales	2,230	1,728	1,288
2. Net sales	1,916	1,487	1,212
3. Gross added value	615	461	385
4. Operating profit	124	80	55
5. Interest net	25	17	14
Based on historical costs:			
6. Income before taxes	71	52	36
7. Net income	50	37	25
Based on current values:			
8. Income before taxes	59	44	31
9. Net income	43	32	21
10. Depreciation	43	32	26
11. Cash flow	86	64	47
Total investments	143	102	56
12. Shareholders equity	422	286	248
Shareholders equity (shareholders equity - deferred taxes)	564	386	338
Profit:			
13. Net income as a percentage of shareholders equity	13	12	10
14. Ratio of fixed assets to guarantees equity - long term liabilities	1.0	1.0	1.1
15. Current ratio	1.0	1.0	1.2
Number of employees:	32,777	32,692	30,718
Rate of exchange US\$ 1.00 = Dfl.	2.00	2.20	2.45

The Group is organized with a high degree of decentralization with separate headquarters for its (sub)divisions, and has very short lines of command. Both elements allow for an aggressive approach on many different consumer markets and quick reaction to changing market conditions. The Group employs about 24,000 people (full time equivalent) in Holland alone.

THIS AUTUMN, as the EEC Commission grinds painfully into gear for yet another onslaught on the Community's extravagant and overproductive dairy sector, the Dutch are working busily behind the scenes to ensure that, once again, the cuts will not be

thus reducing the cost of buying up surpluses and discouraging production. Even if farm Ministers refused to cut the milk price in money terms, a prolonged price freeze would probably do the trick. With average Community inflation at around 5 per cent or more, and milk output increasing (thanks to rising yields) at about 2 per cent a year, dairy farmers' real incomes would drop by a annual 3 per cent as long as prices were frozen.

After three or four years of this a large number of small farmers would be forced out of dairy farming and probably off the land. This would probably have little impact in the Netherlands, where there are few small dairy farmers and where, according to Mr. van der Stee, most dairymen would still make a profit. "But everyone would complain," he says, "and with elections in one or another EEC country every year, it's just not possible. In any case, he adds, the vulnerable small farmers produce such a low proportion of the EEC's milk output that the social misery produced by such action would grossly outweigh any budgetary savings.

### Action

#### THE DUTCH

#### AGRICULTURE

### MARGARET VAN HATTEM

The solution the Dutch would prefer, and for which they are energetically lobbying the Commission and their EEC partners, involves gentle concurrent action on four fronts. First, instead of stockpiling large mountains of butter and skim milk powder and storing them at high cost for several years, the Commission should concentrate on selling off surpluses as quickly as possible, with subsidies of course. Next, the Community should maintain a "modest" price policy, raising the milk price by an annual 2 to 3 per cent. Thirdly, it should increase the co-responsibility levy from the current 0.5 per cent to between 5 and 10 per cent, to discourage production and raise revenue for disposal of dairy surpluses.

### Demand

#### THE DUTCH

#### AGRICULTURE

#### AGRICULTURE

Given the fact that the increase in farm spending threatens to exhaust the Community purse by next year, the Dutch plan appears little more than a holding operation which could delay, but not avert, the coming financial crisis. It will certainly not bring the shift away from farm spending for which the British and Italians are pressing hard.

But, says Mr. van der Stee, among those who have lived with the milk problem for several years, these suggestions provoke little more than cynical amusement and even the Dutch concede that they would have

little success in getting the options very limited.

Turning farmers off the land would simply increase the need for funds in unemployment relief since there are few viable alternatives in the Netherlands.

at least to dairy farming. Ten years ago half the country's farmland was devoted to livestock (mainly cows) and half to arable. Thanks to consistently high milk prices, cows now occupy two-thirds of farmland, but farmers cannot revert to growing sugar beet, the Community's other major surplus product. And in grain production, the Dutch cannot compete with the French, whose costs are much lower even if their yields are also.

One of the big problems facing Dutch agriculture is that it is, if anything, too efficient. Crop and milk yields are the highest in the Community, productivity in terms of gross value added is the highest and fastest growing in the EEC. But to achieve this the Dutch have to maintain the highest level of investment in terms of labour, machinery and compound feeds for livestock and fertilisers. Should the Community cut back support for its farmers, other member States may be able to soften the blow by stepping up investment and increasing productivity. The Dutch are fast approaching the level where higher investment brings limited returns.

Dutch agriculture is concentrated in those sectors receiving the highest level of EEC support: dairy production accounts for 26.4 per cent of total farm output; pigmeat for 18.4 per cent; beef and veal 12 per cent; fruit and vegetables 11 per cent. These sectors receive almost twice as much support as all other products put together. It is a pertinent question whether the Dutch, the only net exporters of farm products in the EEC, ought to have such a large farm sector (8.6 per cent of the EEC total output on about 2 per cent of Community farmland) in view of the high level of subsidies needed to keep it in business.

It is one bound to be raised with increasing frequency by the country's lower cost competitors both within the Community, such as Britain and France, and outside it, such as New Zealand. But the Dutch are old hands at Community politics and do not make many demands on their EEC partners. So although farm support is driving the Community briskly to the brink of bankruptcy, it seems likely that the Nine will continue to scrape up enough to keep Dutch farmers and the politicians they elect, securely in place.

## A key component of the economy

### THE FOOD INDUSTRY

JEFFREY BROWN

have provided Wessanen with a growth sales record, but earnings in recent years have been less impressive. After what it described as a disappointing second quarter, Wessanen has projected a fall in profits for 1979. Its earnings reached a peak of F1.20 a share in 1973 but fell short of F1.40 last year.

The company has had problems in cocoa and oil trading and, at home, with animal feeds. Retail sales in Holland, which have been tailing off sharply this year, has also hampered earnings progress.

Unilever has plenty of competition at home. Wessanen, which in recent years has grown rapidly through acquisitions, operates in many similar product areas.

In liquor markets Heineken and Bols are household names: Menenba is the major flour miller; and the sugar trade is divided almost exclusively between Suiker Unie and CSM. In primary production there is a whole string of so-called cooperatives which are large companies by any standards.

The agricultural co-operatives tend to concentrate on dairy products and mixed foods. Cebecco is the largest, with sales last year totalling some F1.45bn, or just over 10 per cent of total 1978 sales at Unilever. Other large co-operatives include NCZ and DMV. Their sales last year were F1.22bn and F1.21bn respectively.

Wessanen's operations form six divisions, ranging from consumer foods to animal feeds. The former include meat, flour, dairy products (mostly milk, butter and cheese) and cocoa and oil. This year the company put together a substantial U.S. expansion programme with the purchase for some \$25m of two dairy product companies in the state of Minnesota.

These and other acquisitions

ols the bulk of the European margarine market with brands such as Stork, Blue Band and Summer County in the UK and Rama in West Germany. Rama claimed to be the biggest selling margarine brand in the world.

In frozen foods and ice cream, Unilever's major brands are Bird's Eye and Walls in the UK, interests in processed pigmeat foods take in a variety of canned vegetables and packet soups, as well as the Lipton label in the U.S.

In America the company dominates the tea market and is heavily involved in packaged grocery products.

Meat production is concentrated in the UK and Holland, and recent trading history in this field has been troubled. The division comprises Unilever's interests in processed pigmeat under the names of Walls, Unox and Zwanenberg. The small MacMarkets supermarket chain in the UK was sold this year to BAT Industries for £25m.

Companies within the group are spread across some 75 countries, employing a workforce of 300,000. There are extensive operations in Africa where Unilever's subsidiary UAC International operates breweries as well as a large foods business.

Price controls and a shortage of raw materials last year led to production problems in beer in Ghana, but Unilever was able to increase output from the breweries in Tchad and Nigeria. In foods, the company is extending production in Nigeria among its snack foods and ice cream lines which it describes as a developing market.

By far the largest of the food divisions is edible oil, fats and dairy products which include the company's massive margarine business. Unilever con-

largest is Heineken with more than 30 per cent of the domestic beer market and a large export trade. It sells in 170 countries among them the U.S. where a 40 per cent share of the market in imported beer has been built up.

Sales last year showed a useful expansion in Africa and Asia while in the U.S. turnover gains extended to a full 30 per cent. At the profits level, however, currency problems are working against Heineken. Net profits for the first nine months of 1979 were just 2 per cent ahead at F1.80.6m with the company stressing the damaging impact of currency fluctuations. Sales in Holland rose slightly.

### Success

Douwe Egbert, the old-established tea, coffee and tobacco house, came close to doubling net profits in 1978, thanks to favourable commodity prices and a sharp rise in sales which rose by around a fifth in volume terms. Well over one-third of turnover arises outside Holland.

Insurance group Nationale Nederlanden recently took a small equity stake in Douwe Egbert, but the control of the company lies largely with Consolidated Foods of Chicago.

In general, foreign ownership of Dutch food companies is modest, although one or two specific areas have experienced substantial penetration, notably the traditional coffee and tobacco houses. Consolidated Foods took its shareholding in Douwe Egbert following a split among members of the founding family. The U.S. company controls 65 per cent of the equity but only 26 per cent of the voting rights.

Standard Brands of the U.S. acquired the Van Nelle group of Rotterdam last year while American Brands took control of the Niemeyer group six years ago. More recently, the Dutch animal feeds sector has been under siege. British Petroleum has acquired one of the country's major feed businesses, Hendrichs.

# More expansion abroad

THE DUTCH publishing industry, firmly based on steady growth achieved in recent years, is now expanding in new directions to escape the limitations of the Dutch language and the relatively small population in the domestic market.

The recent merger between two major publishing companies, Elsevier and Nederlands Dagbladmaats (NDU) has created a group which is large enough to undertake this kind of expansion abroad while retaining an inassimilable position at home.

Although there were early fears of some rationalisation and loss of jobs after the merger, the two companies had largely complementary interests and their operations appear to have dovetailed successfully.

In general, the Dutch publishing industry is widely diversified from newspaper and magazine companies to scientific journals and books, with subsidiaries publishing in West Germany, Belgium and other European countries. There have also been recent acquisitions in the electronic information field, which is now growing fast.

Newspaper publishing has recently recovered from a period of poor profitability, mainly as a result of strong growth of advertising volume and improved readership. Similarly, magazine sales and advertising have been buoyant.

Specialist magazines have also shown healthy improvement in sales, and this is expected to continue in line with the need for trade and other magazines which deal authoritatively with single topics, although the limitations of the Dutch language market are particularly evident here.

The general books market has been through a bad period, with sales stagnating for some years, and this is attributed largely to a switch from books to magazines and there is little sign of this shift in the consumer pattern changing.

It is against this background that Elsevier and NDU merged, causing a considerable stir in the publishing world, already dominated by a few large companies. It created the first fully integrated publishing group, with book, newspaper and magazine interests. Other groups have tended to concentrate on only some of these activities. At the time of the merger it

## PUBLISHING

LORNE BARLING

was estimated that annual sales of the group would exceed F1 billion (around £250m). The present year will be the Elsevier-NDU combine's first financial year, and although first six months' net profit growth of 8 per cent was disappointing, growth of around 10 per cent is expected for the year as a whole.

Now equipped with a strong financial base and the ability to compete with the major international publishers, the group's primary aim is to break into the lucrative North American market, particularly in the publication of magazines.

According to a recent report by the Amsterdam-Rotterdam Bank, the group also regards the acquisition of a foothold in the North American market to be important for product innovation, which is strongest in the market in question. A company spokesman said that it was particularly interested in the developing electronic information systems which it believed to be important in the future for publishing companies.

According to Amro, the group's newspaper and printing divisions each contribute 22 per cent of sales, followed by 17 per cent from the periodicals division and 6 per cent from the retailing division, which includes a number of bookshops and a mail order house. A further 16 per cent of sales came from scientific publications.

Amro Bank suggests that future growth can be achieved through the company's own resources, although considerable expansion through acquisition, which is planned in the U.S., may require an increase in equity capital. At present around 70 per cent of the group's sales are in the Dutch market, much of the remainder in Belgium and West Germany, where the periodicals division has a number of operating companies.

The America division started operating as a separate entity at the beginning of this year and is expected to contribute soon to a shift in the balance

of international business. The Elsevier-NDU group has, through its merger, is now roughly on a par with Holland's previously largest publishing group, Verenigde Nederlandse Uitgeversbedrijven (VNU), which has also increased in recent years, reducing the risk it faces from cyclical changes in certain sections of the industry.

Although the group's publishing activities are mainly in the Dutch language areas, nearly 20 per cent of its revenue comes from abroad, although mainly from the Dutch-speaking part of Belgium.

As a result VNU is suffering from the same problem as other companies, the limitations of the Dutch population. It holds a

a high market share in its range

of activities which makes substantial expansion of its markets impossible, and to ensure longer term growth it is also looking abroad, with particular attention focused on the English language area.

Around 60 per cent of the VNU group's turnover is derived from newspaper and magazine publishing. The magazine group produces a range of family, women's and juvenile magazines with strong market positions in the Netherlands and Belgium. It also publishes the weekly, *De Eind*, and has recently started the lively news magazine, *Nieuwsnet*, which is looking promising as an unusually independent-minded publication.

VNU's newspaper group has four regional dailies with strong market positions, and profitability is high, but the books group which contributes around 11 per cent of turnover has been through a bad patch. However, a re-organisation of this group, which publishes mainly reference works, has led to some improvement.

The earnings of VNU have been particularly good recently, with figures for 1978 showing net profits reaching the targeted 13 per cent of equity. But the performance this year is expected to be less spectacular, and more in line with the company's planned 11 per cent increase in average annual earnings. In the first half of this year earnings were up 11 per cent and turnover 8 per cent.

Another notable company in the Dutch publishing industry is Kluwer, which draws its strength from an even spread of activities across a number of sectors, and enjoys a strong position in the publication of educational, professional and scientific material. About 80 per cent of its activities are in the Netherlands and although it, too, is looking abroad, its options are somewhat limited by its size.

Overall, the Dutch publishing industry is likely to enjoy a period of continued though, perhaps, unspectacular growth, depending on what success its companies can achieve abroad, and indeed on the support which

it receives from advertisers over the coming year or so.

Although advertising remains buoyant, the prospect of a recession in Europe and the United States is causing nervousness. As always, advertising budgets are likely to be early candidates for cuts if companies in the Netherlands are faced with liquidity problems.

The other problems—common, of course, to all countries—are rising production paper, transport and labour costs, which have had to be passed on to the consumer, so far without any serious effect on buying patterns.

Should the worst happen, however, the limitations of the Dutch market could turn out to be disadvantageous, since most companies rely on a steady and regular readership which can be counted on to remain faithful.

At a time of considerable nervousness about international industry is likely to enjoy a period of continued though, perhaps, unspectacular growth, depending on what success its companies can achieve abroad, and indeed on the support which

strong protest from the drivers, including a blockade in 1974, but it is no longer an emotional issue. It did bring, however, a revision of the regulations covering drivers' working hours. New legislation took effect in April, 1978, and was further tightened up in January, 1979. The new ruling lays more emphasis on a driver's total working time, including rest periods, and less on driving time. Drawn up in line with EEC regulations, the Dutch rules lay down a maximum 10 hours' work time a day for an average of five days a week.

While accepting the need for the tachograph and limits on working hours and their benefits as "tools of management" the NOB wants them to be applied flexibly. Exemptions have already been granted for operators of sand and gravel tipper trucks. The road hauliers have also complained to the transport minister that rigid rules do not take into account the long traffic jams that build up daily on motorways, particularly in the crowded "Randstad" while the centres of towns such as Amsterdam are becoming more and more difficult to reach.

The NOB is clearly dis-

satisfied, too, with the policing of the new regulations. "There must be guarantees that the new law will be applied strictly," Mr. Vreugdenhil said. "Controls in West Germany are much more thorough than in Holland. To achieve the law's objective of increasing safety and to prevent unfair competition, it must be sufficiently enforced."

Sharply higher wage costs have been a major reason for the Dutch road haulage industry's loss of competitive edge internationally. In the view of NOB, the introduction of a new wage structure under the previous minister of transport led to a rise in wage costs of 40 to 50 per cent in the space of a few years. This has made the Dutch driver more expensive than his counterpart in Germany, France or the UK and put him even further ahead of Italy, Spain and the Eastern European countries.

The transport minister has

rejected a request for concessions in the areas of wage subsidies and taxation, but some export promotion funds are being spent on the haulage industry.

The refusal of some hauliers

to conform to nationally negotiated wage agreements has been a source of bitterness in the industry for many years. The NOB reports progress on this front though, while admitting it is difficult to say how many companies still refuse to honour agreements. For the first time last year four firms were threatened with a tem-

porary suspension of their operators' licence if they did not apply the national wage packet. Despite the Dutch industry's claim that restrictions on permits to make journeys through many neighbouring countries have hindered free competition, the NOB is cautious about sweeping away the red tape which dominates the continental haulage industry.

"We are in favour of liberal transport policies," Mr. Zuur said. "But we must be careful."

The NOB is sceptical that sufficiently far-reaching agreements could be made to prevent countries taking restrictive measures, such as Austria's recent decision to tax trucks in transit. While countries like Italy and Hungary retaliated with their own tax measures, Holland refused to act, to the disappointment of the NOB. Plans by both Belgium and Switzerland to tax hauliers from 1980 are also a cause for concern.

## Dealings

One area where some progress has been made is in dealings with the Soviet Union. While a previous agreement in theory gave the two countries parity, in practice Soviet hauliers easily used up their 500 permits while Dutch companies at best managed the odd trip with material for trade fairs. Under a new agreement a twice-weekly scheduled service runs between Vlaardingen, near Rotterdam, and Moscow with equal tariffs applying to both countries. The NOB is not fully satisfied with this arrangement, however, and hopes for further concessions from the Soviet Union.

The improvement to ports in the Middle East has taken off road transport to that area and Dutch hauliers are now looking around for new routes. The trans-Sahara route through Algeria and Niger would open up the industrial areas of Nigeria to Europe, but the Algerian refusal to give transit permits is a major stumbling block.

One Dutch company, Europe Africa Transport, has an agreement with the Algerian State Transport organisation, but, in general, Algiers attempts to direct all loads onto the State company.

"I think we could see just as explosive growth in West Africa as we saw in the Middle East," Mr. Zuur said. Much will depend on whether Nigeria and Niger bring pressure on Algeria to open up new routes. The more distant future, the Dutch are also looking to South America where international roads are being developed, and even to China.

# Pressure on hauliers

## ROAD TRANSPORT

CHARLES BATCHELOR

DUTCH COMPANIES account for around 35 per cent of the European Community's road transport. Holland's favourable geographical situation—which has contributed to the development of Rotterdam into the largest port in the world—and the good road connections with neighbouring countries, have made road haulage a major industry, directly employing more than 80,000 people.

However, the industry's traditionally strong position in Europe is under increasing pressure. While Dutch hauliers maintain they can still offer a high quality service, they are now not as far ahead of even the East European companies as they used to be.

"Countries such as Czechoslovakia now have fleets of Volvo and Mercedes, too," comments Mr. Roel Zuur, international manager of the Dutch road haulage association, NOB.

The America division started

legislation have added to the burdens of an industry which is already struggling to counter the effects of a depressed economic situation.

The most recent detailed statistics show 9,132 road haulage companies were operating in January, 1978, or 518 fewer than in 1977. Several hundred more companies closed down in 1978, continuing the trend which has seen the closure within 10 years of a quarter of the more than 12,000 companies in business in the late 1960s. The number of vehicles on the road increased however to 52,800 in 1978 from 51,600 a year before and from 44,100 in 1968.

The NOB, the largest of the four employers' organisations with more than 5,000 members, has been pressing for the system of limits to be revised and the Ministry of Transport is expected to allow greater flexibility later this year. With estimates of the amount of overcapacity varying between

50,000 and 120,000 tonnes, the NOB argues a blanket limit on capacity is not a suitable instrument of control. It takes no account of shortages or overcapacity in various sectors of the market and cannot respond to seasonal factors such as the sugar beet harvest of the last bad winter. The ministry is considering allowing new tonnage when a switch has been made from another form of transport or from a foreign haulier.

The "tonnage stop" prevents new companies from starting up or established companies from expanding unless they can buy up existing companies or permits. This has led to a trade in permits and to hauliers paying ridiculous prices to get extra capacity at a time when the weak economy means business is difficult anyway," said Mr. Jaap Vreugdenhil, public relations officer for the NOB.

The tachograph produced

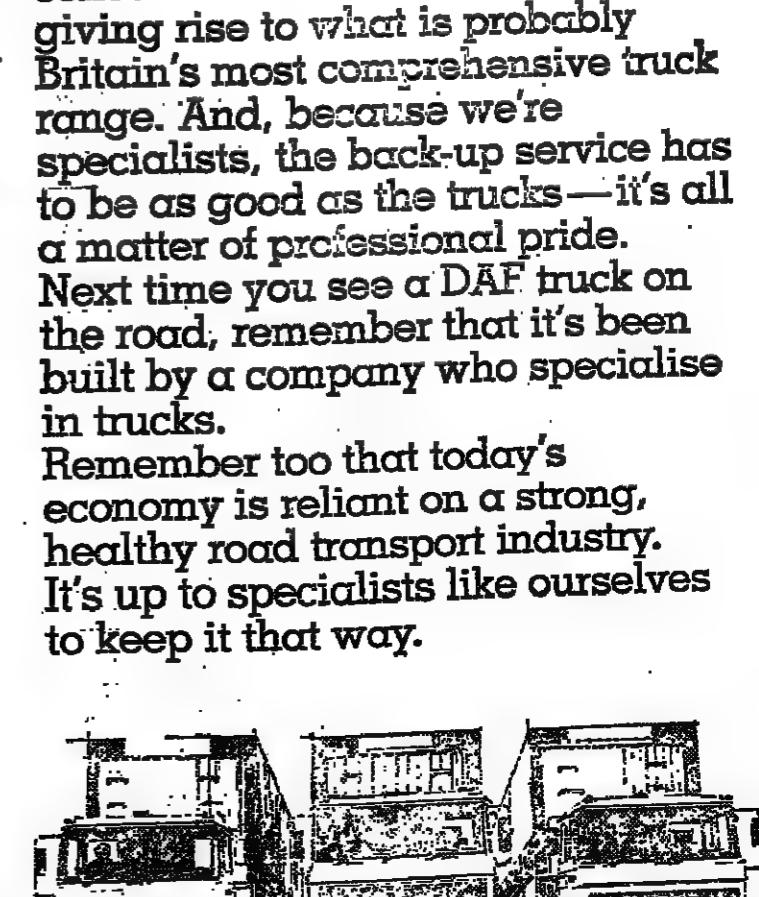
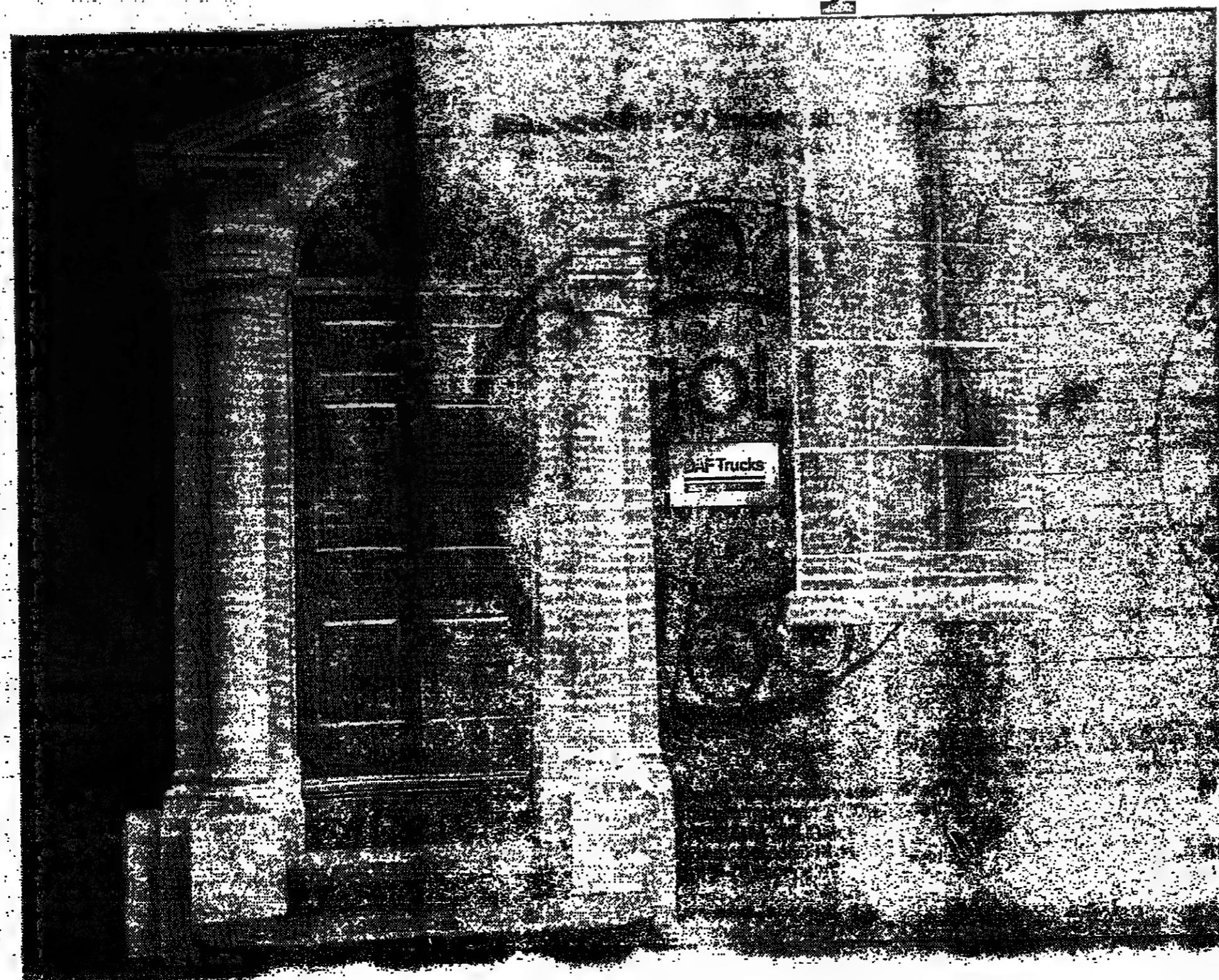
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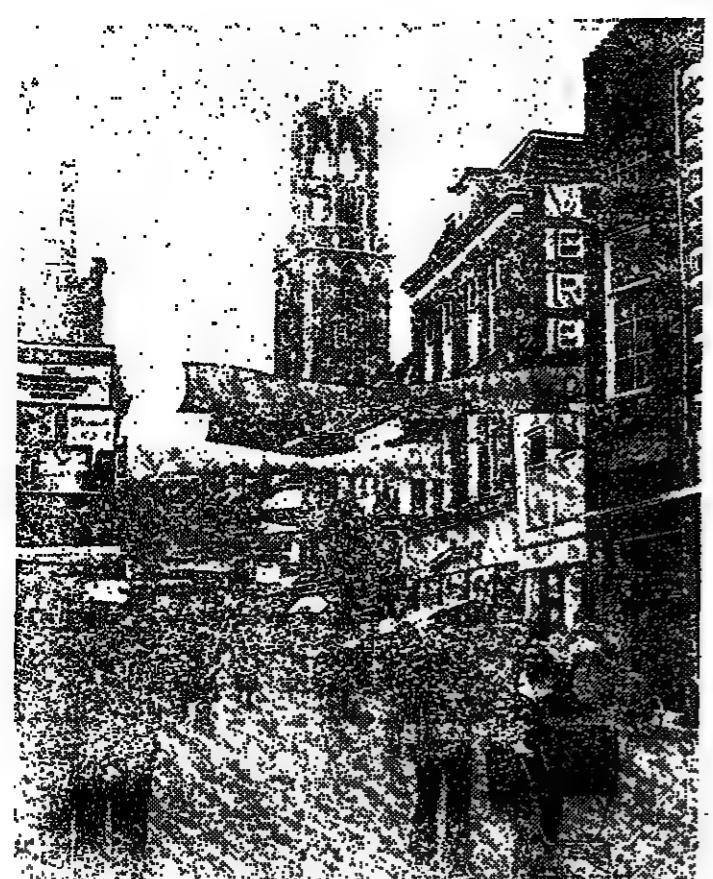


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## THE NETHERLANDS XIV

## A poor level of demand



With continued pressure on family budgets, the Netherlands is facing a poor level of retail demand.  
Above: Steenweg shopping precinct, Utrecht

OVERALL RETAIL sales in the Netherlands increased by 3 per cent in the first six months of this year, compared with 8 per cent in the same period last year, providing somewhat depressing operating conditions for the Dutch retail sector.

The prospects for the rest of this year are little better, and this will certainly be reflected in the figures of the major retailing groups, despite some diversification. One group predicts that the increase in sales in the second half may be as low as one per cent in real terms.

It is not therefore surprising that a number of these groups are pressing ahead with plans to invest in new areas such as property, restaurants and recreation projects, and boosting their activities abroad, particularly in markets where there are good prospects for growth.

The poor level of retail demand is attributed largely to harder credit conditions, inflation and the consequent pressure on family budgets. Higher energy costs, increasing rents and other costs are also expected to restrain retail buy-

ing during the latter part of this year.

The only substantial area of growth has been in the mail order sector, where there was a 14 per cent increase in the value of sales during the first six months of this year compared with the first half of 1978. This was attributed partly to the bad weather conditions in the early part of the year, which encouraged people to buy from the comfort of their homes.

Consumer durables, which has been a consistently strong sector for some time, were also hard hit and little recovery is expected in the short term at least.

Ahold, one of the largest companies in the Netherlands after the major multinationals, recently reported a healthy increase in net earnings for 1978, which at F1 48m (about \$11m) was F1 12m above the

previous year's figure. Total sales for last year were F1 4.9bn compared with F1 4.1bn in 1977.

However, with around 20 per cent of its sales in the U.S. through its Bi-Lo subsidiary, and a wide range of diversified interests, the company's exposure to the depressed Dutch retail market is somewhat protected.

The company's retail interests outside the Netherlands consist of chain stores in Spain and the U.S. Bi-Lo operates in some of the fastest growing states in the U.S., South and North Carolina and Georgia, where supermarket sales by the company were valued at \$460m last year, despite strong competition. At the time of its last annual report, the company had 103 outlets in the U.S. and this will be expanded by at least 10 during this year.

Like other Dutch retail companies' efforts to break into

southern Mediterranean markets, Ahold's activities in Spain have not been wholly satisfactory and it failed to make a profit there in 1978, although it believes this position can be turned round with persistence.

In the domestic Dutch market last year the group maintained its share of 7 per cent of national spending on food and related products, but its percentage increase in sales was less than in previous years, due partly to a smaller rise in price levels which moderated sales by value.

Overall, national consumer spending increased by about 4 per cent in the Netherlands last year, about the same as in the two previous years.

Ahold points out that consumer behaviour patterns cannot always be predicted and it should not be assumed that the trend of 1978 will be continued.

"We are expecting only a slight increase in volume in 1979, say 1 to 1.5 per cent, and again with fierce competition," the company reported.

The company's most dynamic division appears to be that dealing with restaurants and recreation where sales last year increased by nearly 40 per cent on 1977, although profits were less spectacular. The operation is based mainly on roadside restaurants in the Netherlands and Belgium.

Ahold believes that the economic outlook is not conducive to strong growth, however, and sees a period of more modest expansion, largely through making use of existing

resources. It believes it will be difficult this year to maintain the same ratio of earnings to sales.

Bijenkorf (KBB) the department store group, achieved a respectable increase in net earnings last year, which at F1 24.5m was an increase of F1 4.5m on the previous year, while turnover rose from F1 2.1bn to F1 2.24bn in the two years. While the company is also cautious about the retail prospects, it, too, is going ahead with diversification, although it has chosen a somewhat different route from its competitors.

#### Predicted

KBB has opted to go into the sports equipment business and is acquiring a chain of stores for this purpose, clearly betting on an increase in leisure activities in the Netherlands, as is predicted in most industrial countries.

Similarly, it has an interest in developing a holiday centre for water sports on the French Mediterranean coast and a winter sports centre in the Haute Savoie.

KBB is the second largest department store group in the Netherlands and with 2.6 per cent share which is still expanding, it is far from becoming widely diversified. Only 4 per cent of its sales last year came from other activities.

However, its partnership in the leisure centre group, Robex, in which the large building concern Stevin also has an interest, is likely to become more important if the early projects prove to be as successful as they seem.

Vroom and Dreesman, a privately-owned but highly successful retail company which has only recently revealed the full extent of its interest, last year notched up gross sales of F1 4.46bn and after tax profits of F1 88m, compared with F1 2.1bn and F1 14m in 1974-75, giving some idea of the growth it has achieved.

However, the company admits now that the prospects are not good for the rest of the year, despite its wide diversification. It owns a chain of more than 600 shops, which include around 60 department stores and 300 food and drink shops, and two small banks, a stockbroking company and a mortgage-brokering business.

It also has a major stake in the rival KBB group and two other Dutch store groups, V. and D. has also gone for a range of minority holdings in successful retailing ventures in North America, which range from Mexico to New Hampshire.

The company has been encouraged by the higher margins which can be achieved in the U.S. and derives a major share of its turnover from these activities which have perhaps proved the most successful of any diversification undertaken by Dutch retailers.

While these companies continue to generate enough capital for them to invest in, they all seem intent on inventing themselves in overseas activities of this kind, reducing the risk of committing themselves to a secure but dull home market. But with world economic conditions now unsettled, it may be a tough battle breaking into new markets.

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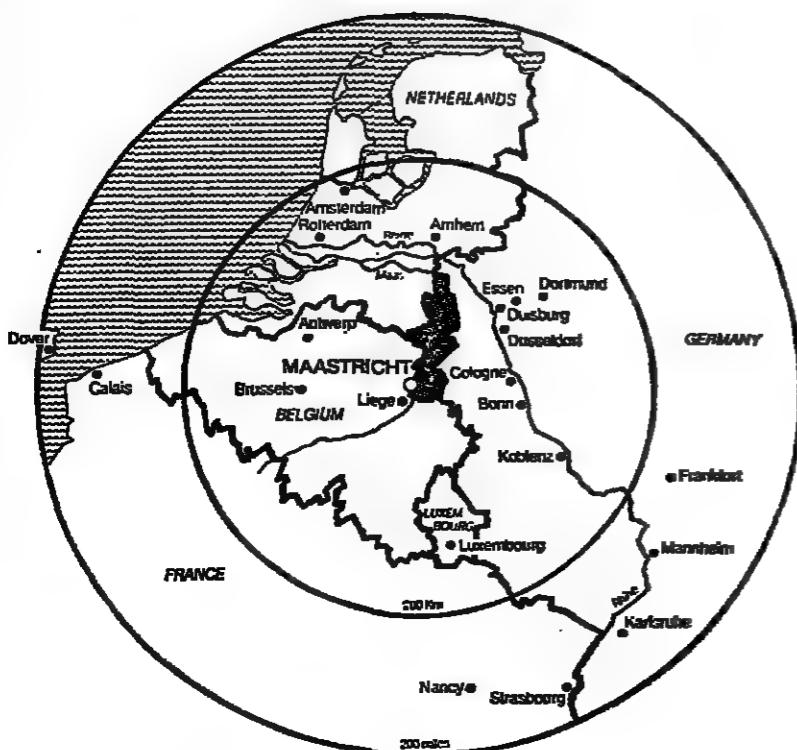
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# Manufacturers widen product range

THE FORTUNES of the Dutch electronics and electrical industry are closely bound to the activities of domestic giant, Philips. Figures from the Central Bureau of Statistics (CBS) show that the industry, as a whole, employed more than 112,000 people in 1977, with Philips employing over 24,000 in 1978.

Total turnover in 1977 was F1.12,000m, and since 1976 the industry has continued to grow faster than the gross national product. Philips' deliveries from the Netherlands, according to its annual report, amounted to F1.11,952m in 1978, although this figure was affected by the increased export of communications equipment and cables.

The presence of such a large company in a relatively small country tends to blur statistics, since detailed import, production and export figures per activity would be too easily related to Philips' activities. Import and export figures, equally, contain deals of equipment and components from Philips' establishments abroad which may often be re-exported in total systems.

The Dutch Government was one of the last West European Governments to commission a study on the social and employment effects of the microprocessor "revolution," and this is also partly attributable to the presence of a world force in electronics within its borders.

The report, being done by General Technology Systems of Britain, is due out shortly. The two main points under discussion in the country being, "How can we avoid missing the boat?" and "Having caught it, how can we deal with the social consequences?"

However, in general terms, it can be said that despite increased Japanese competition in some areas and a falling off of traditional activities in others, the Dutch electronics and electrical industry is faring quite well.

## ELECTRICAL INDUSTRY

WILLIAM THIRD

Apart from the more traditional heavy industries producing electro-motors, generators, transformers, switching and installation material, such as Holec of Utrecht, there has been a growth in newer electrical and electronic activities, such as instrument-making and the production of medical equipment, including cardiac pacemakers.

A number of foreign companies, such as Texas Instruments, Tektronix and John Fluke, have international production and marketing centres in the Netherlands, attracted by the strategic position and the favourable business and employment climate.

In addition, such domestic companies as Oec van der Grinten, producers of electrochemical and electrostatic photocopying equipment have shown strong growth.

Inevitably, however, the activities of Philips will continue to be of the greatest significance.

The fortunes of Philips have traditionally been bound to the company's original products such as lamps, valves, radios and, later, the Philishave shaver and TV sets. And while it is still true that colour TV sales are critical to the results of the group as a whole, there is an increasing emphasis within the company for products and systems for professional applications. These accounted for over 24 per cent of the group's deliveries in 1978, worth F1.8407m.

They covered such fields as telecommunications equipment, and in this respect the Saudi Arabian telephone network was of particular importance, as

cation exist within the same pure audio disc.

It is one thing to innovate and quite another to persuade the market to accept the innovation. Until there is a degree of standardisation, the market will not grow to its full potential. Philips' recent signing of a cross-patents deal with Sony on a range of items, including VLP and the audio disc, will probably help in this respect.

After the painful collapse of Unidata, the Euro attempt to make large computers, Data Systems is making good progress with its sales of small business computers such as the P430, the P300 and the P7000 multi-system stations, scoring particular success in the banking and financial world in Western Europe.

The proposed acquisition by Philips of the U.S. Pertec Computer Corporation would have provided a renewed push of their activities in North America.

However, the West German company, Triumph-Adler, has since made an agreed bid for Pertec.

The recent acquisition of the Canadian firm, Micom, in 1978, has boosted Data System's presence in the word processing market.

Philips have high expectations for Data System's future growth, particularly once systems such as electronic mail become a reality, and "the office of the future" is more than a gleam in the eyes of consultants. Data Systems had worldwide sales of F1.1bn last year.

Another of the company's strengths are research facilities, not only in Eindhoven, but also in the UK, France, and now, the U.S.

An outstanding example of innovation from this quarter is the development of the video long-play disc, the VLP.

Now being test-marketed in certain cities in the U.S., it is scheduled to be launched in the UK next year. Originally seen as a consumer item, the VLP technology is also being applied as a pure data storage medium for Data System's products, and as a

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## IT'S A LONG TIME SINCE THE SUEZ CANAL WAS OPENED...

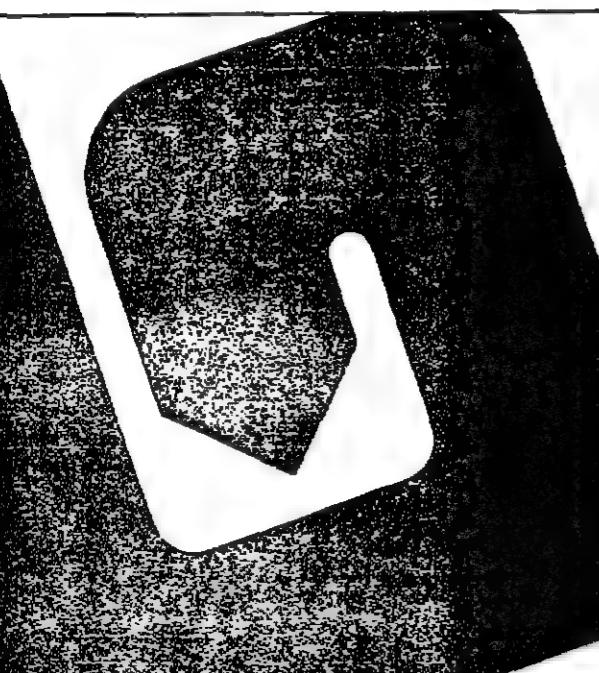
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## THE NETHERLANDS XVI

# New moves to halt decline

### TOURISM

MICHAEL VAN OS

MR. FRANS ANDRIESSEN, Dutch Finance Minister, did not really enjoy the sort of welcome he received when he and his family returned from a short holiday in France this summer. Waiting for him outside his house in Bilthoven was a photographer from a Dutch popular weekly.

There was little doubt why the photographer was there at that particular time: hadn't the Minister suggested on television not long before that the travel-minded Dutch ought to spend more of their holidays in their own country? And suggested that that would be a very welcome development for the balance of payments?

Though Mr. AndriesSEN apparently did not set too good an example for the Dutch holidaymakers himself this summer, a look at the present situation makes clear what he was worried about. An important share of the total deficit on the balance of payments can be attributed to the deficit in the so-called balance of tourist traffic (the balance of receipts from incoming tourism and expenditure on holidays outside the Netherlands).

In the past the surplus on the services balance, of which the tourism balance is an important part, had been sufficient to more than offset the deficit on the trade balance. As a result of the fast-growing deficit on the tourist balance this is no longer the case.

#### Response

The government has responded to the situation by announcing a five-year-plan to promote tourism in the Netherlands. For this programme, an additional Fl 100m (£23.2m) will be spent in the period 1980-1984.

The Dutch motoring association ANWB said in its 1978 annual report that of the 8.8m Dutch holidaymakers in the past year, no less than 80 per cent crossed the border. Particularly responsible for the steep increase in foreign vacation was the growing number of winter holidays.

According to official statistics, the deficit on the tourism balance amounted to Fl 4.65bn in 1978, compared with Fl 3.2bn in 1977. Revenue had amounted to Fl 2.7bn last year, while

expenditure was Fl 7.3bn. This year's deficit could rise further to about Fl 8bn, treble the deficit of 1978, the Netherlands Bureau for Tourism (NBT) has forecast.

The last time the Dutch tourist balance had been in surplus was in 1965. Since then, expenditure on holidays abroad has been rising sharply every year. On the other hand the growth in revenues from incoming tourism had stopped since the oil crisis of 1973 and there has not been a recovery.

In absolute terms there has even been a decline in 1977-78, which is quite contrary to the development of expenditure of worldwide tourist traffic, which shows annual growth rates of about 10 per cent.

If one looks at the revenue side of the Dutch tourism balance, it appears that the Netherlands is in eighth place in Europe. But as regards expenditure it is third after West Germany and France. Of all five European countries with tourism balance deficits, the Netherlands' deficit is largest after West Germany's. And the deficit is rising at a faster pace than in any of the five countries.

The Economics Ministry in The Hague, which is responsible for tourist matters, is acutely aware of the serious problem that the Netherlands is no longer benefiting from the international growth of tourism.

It is recognised that far more has to be done than making simple moves such as establishing more gambling casinos (Zandvoort and Scheveningen).

The importance of tourism to the Netherlands is illustrated by the fact that total expenditure on tourism in the Netherlands amounted to about Fl 120m in 1977, which is 8 per cent of total domestic consumption. Employment in the tourist sector amounts to about 200,000 man years.

What are the reasons for these rather worrying developments? Investigations have revealed two major problem areas which have contributed

to the stagnation in incoming tourism. First, there are the general complaints of deteriorating standards of service in The Netherlands. Second, the price of what the Dutch have to offer to tourists is relatively high: the quality of what is offered is not high enough given the price, it is stated.

It is further acknowledged that reports of increasing crime in the big Dutch cities has certainly harmed the country's image abroad to some extent.

The relatively high price of Dutch holidays is primarily caused by changes in the exchange rates and in the rate of inflation. The guilder has become a stronger currency during the last few years as a result of the highly beneficial impact on the balance of payments of huge natural gas exports.

In his White Paper on tourist policy published in July, Mr. Hazekamp, State Secretary in the Economic Ministry, immediately rejected any such plans. "If something had to be done, it would be preferable to limit the sum to be spent on a foreign holiday so that the average Dutchman can still go abroad. And make the country more attractive for incoming tourists."

Meanwhile, the tourist branch has launched a major effort to raise the standard of service. The ANWB said in its annual report: "The level of services, prices and provisions in The Netherlands should be dealt with to attract more foreigners. The bad tourist balance position could eventually threaten our prosperity."

The association pointed at the large number of Dutch (nearly 2.5m) who in the summer had visited countries such as Britain, West Germany, Belgium, Luxembourg, Austria and Scandinavia. "The falling number of domestic vacations by the Dutch last summer couldn't have had much to do with the disappointing weather. One can hardly call those countries very sunny. The reason for the problems lies elsewhere," the ANWB said.

In setting out its future policy on tourism, the Economic Ministry also pointed—besides the balance of payments picture—to the significant employment aspects. About 5 per cent of total Dutch employment is connected to the tourist industry. Calculations by the Central Bureau of Statistics have shown that—largely as a

result of the lagging behind of incoming tourism compared with the growth of worldwide tourist traffic in the period 1973-78—there had been a direct loss of about 45,000 jobs in the Dutch tourist sector.

The State Secretary believes that the general tourist picture can be improved by concentrating the support efforts in three areas. First, by stepping up tourist promotion at home and abroad with the aim of stimulating domestic holidays for the Dutch and to increase the country's share of international tourist traffic.

Second, to improve the relation between the price and the quality of Dutch holidays by modernising and expanding the tourist infrastructure and the accommodation. And third, by improving the quality of the service to tourists.

Starting with the budget for next year, a number of addi-

tional expenditures for expanding and reinforcing tourist policy in The Netherlands would be added, totalling a sum of Fl 25m. So nearly twice as much (in all Fl 42.4m) will be spent on tourism, compared with actual expenditure in 1978.

The additional Fl 25m will be allocated as follows: Fl 2m for promotion, Fl 3m for the acquisition of international congresses, Fl 12.5m for the improvement of tourist infrastructure and accommodation, Fl 1.5m for interest rate facilities for stimulating tourist accommodation, Fl 3m for improving tourist services and Fl 1m for research.

Since the proposed policy measures are unlikely to be sufficiently successful in the short term, it is intended that the extra sum will be made available every year in the period 1980-84.

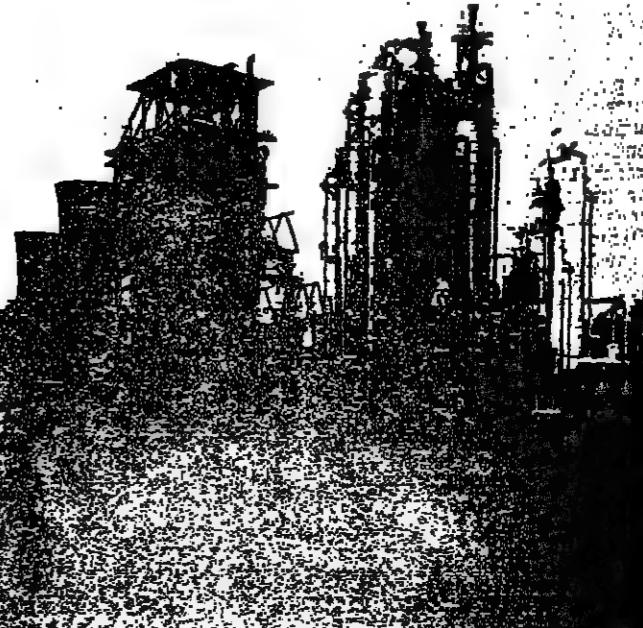
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## Impressive levels of achievement

### THE ARTS RIKKI CATE

company to conceive the ideal of bridging European traditional and American modern techniques.

Since 1975, the company has risen to new heights under the leadership of artistic director Jiri Kylian, whose choreography of Janacek's *Symphonie fantastique* took the American Charleston Festival by storm last year. *New York Times* critic Clive Barnes, observing that "the triumph of the programme belonged to the Netherlands' Dance Theatre," added that Kylian, along with Eliot Field, was "probably the best conductor of his generation."

Despite Holland's own increasing economic difficulties in these financially troubled times, and the belt-tightening measures of the country's Conservative government, the arts have continued to flourish. The 1980 budget for the arts is 1.5 per cent higher than last year's.

Another Dutch "export" is the highly-regarded Rotterdam Philharmonic Orchestra's youthful conductor, Edo de Waart, once described by underground music king, Frank Zappa, as a "cross between Paul McCartney and Dr. Kildare."

De Waart, who was selected as an assistant by Leonard Bernstein after winning the Dimitrov competition in 1964 while only 23 years old, has now left Rotterdam to concentrate on the San Francisco Symphony Orchestra, where he is now being performed by conductors such as Claudio Abbado, Lorin Maazel and Seiji Ozawa.

The Netherlands' two leading dance companies, the modern Netherlands Dance Theatre and the more classical National Ballet, have also succeeded in achieving international acclaim in a remarkably short time. The Dance Theatre, which celebrated its 20th anniversary this year, was originally formed by break-away "rebels" from the then-Netherlands Ballet which desired more freedom to explore contemporary dance forms, and it became the first European

couple's 20th year together as a dance team, was commemorated with a special international gala performance in Amsterdam, during which the most recent of van Dantzig's creations, *Voorbij Gegaan*, was also premiered. To satisfy disappointed public demand, the gala had to be repeated on a second evening.

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# The CBI's turn to deliver the goods

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

BRITAIN'S industrialists, top managers and small businessmen assemble this morning for the third national conference of the Confederation of British Industry at a time when they are less confident about the country's industrial prospects than at any time during the past 20 years, excepting only the 1974-75 industrial and economic crisis.

Last week's quarterly industrial trends survey from the CBI underlined this and pointed to the paradox of a sharp decline in industrial confidence just at a time when Mrs. Thatcher's Government has given industrialists and managers most of the things they have been demanding for years.

So the mood of the conference during the next day and a half of debates will be far from that of a victory celebration after the defeat of a Labour Government. What remains to be seen is how the conference reconciles its measure at the things Mrs. Thatcher has done with its worry (I have heard one industrialist even call it "terror") about how to cope with the responsibilities that industry now has to shoulder.

## NFU's motion

This will begin to become apparent from the start of the conference this morning when the National Farmers' Union moves a resolution which it drafted three months ago as a criticism of some of the Government's economic policies, especially over the pound. But now the pound has fallen away and exchange controls have been abolished, there is little that can be asked for. The farmers, who even considered withdrawing the resolution last week, will therefore probably put their views in a low key way. Then, as the conference moves on through relations with the Government, the implications

SIR RAYMOND PENNOCK  
"getting the fingers out"SIR JOHN METHVEN  
"cold douche"SIR JOHN GREENBOROUGH  
... opens the conferenceSIR ALEX JARRATT  
... balance of power report

study of the potential for what is called "employer unity," and proposals for an employers' strike insurance fund.

Sir Alex has found that employers are not much interested in watering down their basic belief in competition by helping each other in tussles with trade unions, although they might combine on issues like planning agreements or worker directors. In any case, the recent engineering dispute has raised questions about how well equipped companies are to manage a nation-wide stand. "We'll only inch forward on employer unity . . . it's clear that huge German-style solidarity is not on," comments Sir John Methven.

Ideas drawn up for an employers' strike fund and for making unions and strikers bear more of their own costs are intended to fill the gap that this leaves, and CBI leaders will be looking to the conference for an indication of how interested members might be in the fund proposal which is now being worked out with City of London brokers for possible introduction next year.

## Strike funds

The steering group is also to study trade unions' own legal immunities and propose changes.

"The conduct, structure and role of trade unions are of direct and legitimate concern to employers, just as trade unions have a legitimate and direct interest in the affairs of employers," says Sir Alex, whose work will have a major impact on CBI attitudes and policies for years ahead.

In the shorter term it is hoped the work will help set relationships between companies and their unions and employees on a new footing. The legal changes, strike funds, and ideas of unity are intended to strengthen employers against

trade unions, while an increased emphasis being given by the CBI to employee communication and consultation is intended to strengthen the links within companies between employers and employees.

The benefits that companies can gain from encouraging the involvement and economic literacy of their employees will be stressed by CBI leaders as one way of responding to the challenge that industry faces. So the balance of power debate should not just be a comforting session with employers being able to blame all their troubles on the excesses of trade unions.

Indeed, the need for industry to act positively itself instead of relying on laws to reform other people will be stressed from the moment that Sir John Greenborough, CBI president, opens the conference this morning. One idea floated may be a CBI-organised advertising campaign on the facts of industrial and economic problems, although more emphasis will be placed by CBI leaders in their speeches on the urgent need for management methods.

So loyalty to the Government and the need for a response from industry will be the main theme set for the conference by CBI leaders who know that, contrary to the suspicions of the TUC, it is Mrs. Thatcher and not the CBI who is setting the pace.

After years of criticising trade union leaders for not being able "to deliver" their members, the CBI now finds itself facing a similar challenge and knows it may not be much better at meeting that challenge than the TUC has been. "There is a strong feeling that this is the last chance for a market economy and free enterprise to survive, and we have to support a Government which is trying to help, even though it may be very painful," says Sir John Methven.

## Letters to the Editor

### University finances

From the Secretary-General, Committee of Vice-Chancellors and Principals of the Universities of the UK.

Sir.—We would be very pleased if your interpretation (October 30) of the Government's intentions about the financing of Universities were correct and that it did not intend to take away from our income more than we could realistically recover in fees from overseas students. In fact, however, we know that this is not so. The Secretary of State and the University Grants Committee have told us that the Government intends to deduct 18 per cent from Universities' income by 1983, because 18 per cent of our students at present come from overseas. This deduction is to be made regardless of what fees we find we can charge and regardless of whether we can in fact attract replacement income from overseas students, even though to do so would require that if we get the same number of students as at present fees would have to approach £3,500 a year. This is far higher than the "world rate" since no University elsewhere attempts to cover all its costs from fee income.

So the public expenditure (amounting to over £100m a year) will be saved whatever happens, and Universities have been individually told what their share of this cut is to be. The only way in which they can make this up is to attract overseas students, and this thereby becomes an essential element in the future financing of Universities. If we do not succeed in making up the lost income, and we do not see how we possibly can, we will be unable to pay our staff or meet our other commitments. This must inevitably damage the education we can provide to home students.

Unfortunately, these are not the "Vice-Chancellors' conclusions" about policy; they are what we have been told that the Government's policy is. We have urged it to change this policy and to adopt some less brutal and more manageable course. You clearly agree with us and we very much hope that it will happen.

Colin Gray Caston,  
29, Tavistock Square, WC1.

### BBC external services

From Mr. S. Schattmann.

Sir.—David Tonge (October 29) is absolutely right. BBC external services—vital instrument of British foreign policy and an important but by no means fully utilised weapon in the armoury of export promotion—should be supported. But surely one is also entitled to expect the BBC—and the Foreign Office which has responsibility for the number of hours broadcast to a particular country—to use the resources entrusted to it by Parliament in the most effective way possible.

How many of the 53 MPs who signed the motion criticising the planned cuts in the external services have ever seen the budgets or the establishments of individual vernacular services? What justification is there, for instance, for the size of the German service? It ought not to be larger than the service

should not really be there at all!

Your readers may be further confounded as Mr. Dixon has once again failed to make any distinction between the technological Universities and the more traditional institutions.

Peter Wilson.

Institute of Small Business, London Business School.

Sussex Place, Regent's Park, NW1.

### Dipping into the fund

From Mr. S. Glarfield

Sir.—Several highly respectable insurers are now offering pension contracts for controlling directors and allowing the client company to borrow back 50 per cent of the pension fund with few questions asked.

If itself this is not an abuse but clearly trustees should only be prepared to accede to requests for loans on purely commercial terms, i.e. with adequate security and having assured themselves of the purpose of the loan and the ability of the company to service and repay the debt. It would appear some insurers propose to ignore this, one even saying that as a "pensioner trustee" they need take no part in investment decisions. Perhaps the responsibility of trusteeship fails to impress because it is the pension fund, not the insurer, which would meet any loss.

Thanks to the insurers concerned, it will soon be widely assumed that controlling directors can merely dip their hands in the pensions till whenever they wish. As the whole justification for the generous tax reliefs surrounding pension funds is that they involve a deliberate action of saving and hence deferred consumption it is doubtful that the Government will long allow controlling directors to both have their cake and eat it. I would like to express strong disapproval of present activities in this sphere, which merely incite Government reaction to the detriment of all schemes of this nature.

Stephen G. Glarfield,  
Antony Gibbs Pension Services,  
Standard House, 50, Gordon Square, WC1.

### Investing in South Africa

From Mr. P. Wilson

Sir.—The appeal from a black South African businessman for help from foreign businesses (October 31) provides an opportunity to rethink foreign business policy in South Africa. If British businesses are to remain in South Africa in spite of increasing pressure to withdraw, while continuing to trade profitably they will have to make a more positive contribution to economic and social development than they have in the past.

A more active role will have to extend beyond paying mere lip-service to equal opportunity. Besides integrating management at all levels, British businesses will have to pursue a discriminatory policy in favour of blacks even outside the business if black businessmen are to gain their rightful place in the economy. Such a policy must involve blacks in their own businesses if the fruits of economic growth are to be shared equitably.

What can be done? In the UK some bold steps have been taken by large firms in recent years to help small firms, and there is an equally strong case for extending some of these initiatives to black businesses in South Africa. Examples include special financial and advisory assistance provided by the banks, together with a rethink on criteria for assisting small firms, the promotion of economic development in our declining inner city areas by large firms, and the support from large firms for small business management education and research.

British business can fundamentally shift the balance of economic opportunity to blacks by pursuing such initiatives, particularly now that the South African economy appears to be growing more rapidly. Even a passive policy of favouring black suppliers (the U.S. has such a programme) and extending more lenient credit terms to black clients can open up opportunities at little cost.

History proves that the

development is ineffective in plural economy. British business can make a contribution to correcting the imbalance of opportunity in South Africa.

Peter Wilson.

Institute of Small Business, London Business School.

Sussex Place, Regent's Park, NW1.

E. Steptoe.

Careers Advisory Services, University of London, 50, Gordon Square, WC1.

## Today's Events

Newspapers injunction, House of Lords.

UK: Confederation of British Industry's two-day annual conference opens, Birmingham town hall.

Mr. David Howell, Energy Secretary, speaks at Coal Industry Society lunch, London.

Lorry drivers' one-day strike against introduction of tachograph ("spy in the cab").

Ladbrokes appeal against refusal of South Westminster Magistrates to renew four London casino licences. Knightsbridge Crown Court.

Transport and General Workers' Union, against contracting companies' delegates discuss industrial action over pay offer.

Church of England general synod opens, Church House, Westminster (until November 9).

Arab people continue, Lisbon.

Pope John Paul convenes special meeting of College of Cardinals, Rome (until November 8).

exhibition opens, Brighton (until November 7).

Overseas: U.S. Treasury offers DM 250 worth of 24 and 34 year notes to West German residents.

Last day of EEC-Comeecon talks, Moscow.

European Parliament discusses budget, Strasbourg (until November 7).

Conference on solidarity with Arab people continues, Lisbon.

Pope John Paul convenes special meeting of College of Cardinals, Rome (until November 8).

### PARLIAMENTARY BUSINESS

House of Commons: Second reading of the Education (No. 2) Bill.

House of Lords: Protection of Official Information Bill (HL), second reading. Short debate on steel industry in Scotland.

### OFFICIAL STATISTICS

Wholesale price index numbers (October—provisional). Retail sales (September—final). Hire purchase and other instalment credit business (September).

### COMPANY MEETINGS

See Financial Diary on page 23.

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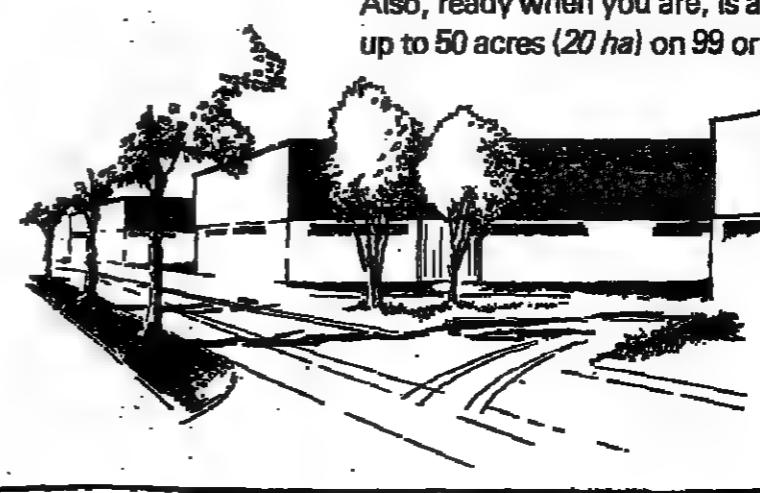
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### No growth areas

From Mr. L. Partridge

Sir—I gather from Government policies that inflationary pressures exacerbated by lack of growth in the economy are best dealt with by counter-inflationary measures leading to lack of growth in the economy.

L. A. Partridge,

New York 10504

approach to

## Companies and Markets

## Fairey suitors pushing for quick decision

By HAZEL DUFFY, INDUSTRIAL CORRESPONDENT

COMPANIES INTERESTED in buying the State-owned Fairey group are putting pressure on the Department of Industry to persuade the National Enterprise Board to sell it off quickly. So far, neither the N.E.B. nor Fairey have shown any signs that they want a quick sale.

Senior management at Fairey is anxiously striving to see if the group, if it is to be sold off, goes to a company which will buy the whole group and has every intention of keeping the undertaking intact. The chairman of Fairey, Mr. Angus Murray, who was appointed by the N.E.B. when Fairey was taken into its portfolio nearly two years ago, has also maintained that he would prefer the group to have a public flotation. Ideally, this would not have occurred for another two or three years when Fairey had had a chance to establish a good profit record.

But the Government's requirement that the N.E.B. raise £100m from the sale of assets by next spring means that the sale is likely to come in the next few months. However, Sir Leslie Murphy, chairman of N.E.B., has said he will adhere to the N.E.B.'s current statutory role until it is changed by the enactment of the new Industry Bill. In this role, the N.E.B. is only able to sell off companies if it is in the commercial interests of the companies concerned.

The Fairey situation is therefore presenting a problem for the Department of Industry. If Sir Leslie decided that Fairey should not be sold off just yet, the Department cannot ignore the fact that selling it to a private bidder would almost certainly raise more money than a public flotation. In fact, the current level of the Stock market, and particularly of the engineering sector, means that

engineering, patrol boats, hydraulics and filtration equipment. As well as Trafalgar, other companies now interested are thought to include Vickers, Dowty and at least two from overseas.

Alternatives to Fairey being sold unwillingly are being discussed at the moment. They include that of selecting a buyer which would give strict guarantees that management would not be changed and there would be no break-up of the companies in the group; another possibility requires further investigation of whether Fairey could be sold now for a particular price reflecting the current value of the group, which could be topped up at a later stage depending on Fairey's performance. The N.E.B. would retain some interest until the final payment.

Or the sale could be delayed until just before the time that the N.E.B. is required to have realised its £100m in the hope that the stock market would be in better shape. This would enable Mr. Murray to fulfil his desire that employees at Fairey should have a chance to take a stake in the equity.

### BOARD MEETINGS

The following companies have notified dates of Board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering the financial results of the year, as to whether dividends are to be declared and the sub-divisions shown below are based mainly on last year's results.

**TODAY**  
Associated British Foods, Cimco, Associated British Components, Kestrel (Tyres and Electricals), Roger Holdings, Shiloh Spinners, C. H. Beever, British Car Auctions, Cedar Investment Trust, Hensler (Furniture Trade), Lucas Industries.

### FUTURE DATES

Allied London Properties ... Nov. 8  
Bectel (John) ... Nov. 15  
Bacardi ... Nov. 21  
Bacardi ... Nov. 27  
Clyde Hydraulics ... Nov. 17  
Clyde Hydraulics ... Nov. 21  
Foster (John) ... Nov. 9  
Gieves ... Nov. 16  
Johannaberg Consolidated ... Nov. 12  
M. E. G. ... Nov. 12  
Morgan Crucible ... Nov. 12  
Northern Goldsmiths ... Nov. 12  
Racial Electronics ... Nov. 12  
Tenn Consolite ... Nov. 6  
United City Merchants ... Nov. 7

Fairey's preference of being brought to the market is highly unlikely to be realised at this stage.

Companies which are showing an interest in Fairey include some of those which wanted to buy parts of the group two years ago, when Fairey was in the hands of the receiver. Trafalgar House was the only company at the time that was prepared to take all of the group, which includes interests in military

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Redemption Date: December 19, 1979

Conversion Right Expires: December 14, 1979

NOTICE IS HEREBY GIVEN to the holders of the 51.4% Convertible Subordinated Debentures Due 1993 of Baker International Finance N.V. ("Finance") that in accordance with the indenture dated as of July 10, 1978 among Finance, Baker International Corporation ("Baker") and Citibank, N.A., as Trustee, Finance has elected to redeem all of the outstanding Debentures on December 19, 1979 at a redemption price of 104.5% of the principal amount thereof plus accrued interest from June 15, 1979 to December 19, 1979. Payment of the redemption price and accrued interest, which will aggregate \$1,073.11 for each \$1,000 principal amount of Debentures, will be made upon presentation and surrender of the Debentures, together with all accrued and unpaid interest, at the offices of the Trustee and at such other places as the Trustee may designate.

The Debentures will no longer be outstanding after the date fixed for redemption and all rights with respect thereto, including accrued interest, will cease on that date, except only the right of the holder to receive the redemption price and interest accrued to such date.

Debentureholders have, as alternatives to redemption, the right to sell their Debentures through usual brokerage facilities or, on or before December 14, 1979, to convert such Debentures into \$100 per value Common Stock of Baker International Corporation ("Baker Common Stock").

The Debentures may be converted into Baker Common Stock at the rate of 29.41 shares for each \$1,000 principal amount of Debentures. In order to effect this conversion, a Debentureholder should complete and sign the CONVERSION NOTICE on the Debenture or surrender to the Paying and Conversion Agents a similar signed notice together with the Debentures to be surrendered. A holder who wishes to convert his Debentures will receive a certificate for the number of whole shares of Baker Common Stock to which he is entitled. Any fractional shares will be settled upon conversion of any Debentures, but in lieu thereof Baker will pay in United States dollars an amount equal to the market value of such fractional share computed on the basis of the last reported sale price of Baker Common Stock on the New York Stock Exchange Composite Tape on the conversion date. If more than one Debenture shall be delivered for conversion at one time by the same holder, the number of full shares which shall be delivered upon conversion shall be based on the basis of the market value of each Debenture. The conversion will be deemed to have been effected on the date on which the Paying and Conversion Agents receive the Debentures surrendered for conversion. Upon conversion no payment or adjustment will be made for interest accrued thereon. Debentures delivered for conversion must be accompanied by all interest unpaid thereon. Debentures delivered for conversion will be accompanied by all interest unpaid thereafter after the date of surrender.

From January 1, 1979 through October 31, 1979 the last reported sale price of Baker Common Stock was \$10.12 per share. The last reported sale price of Baker Common Stock on such Composite Tape on October 24, 1979 was \$10.12 per share. At such last sale price per share, the holder of \$1,000 principal amount of Debentures would receive upon conversion shares of Baker Common Stock and cash for the fractional interest having an aggregate value of \$1,073.11. However, such value is subject to change due to change in market value of Baker Common Stock. So long as the market price of Baker Common Stock is above the conversion price, Debentureholders upon conversion will receive Common Stock and cash in lieu of any fractional share having a greater market value than the cash which they would receive upon redemption.

Delivery of Debentures to the Paying and Conversion Agents set forth below after the close of business on December 14, 1979, regardless of instructions in any notice, will result in the redemption of such Debentures at the redemption price of 104.5% of their principal amount together with accrued interest to December 19, 1979.

**IMPORTANT FACTS ABOUT REDEMPTION**  
As described above, based upon current market prices, the market value of Baker Common Stock into which the Debentures are convertible is significantly greater than the amount of cash which would be received upon surrendering the Debentures for redemption. All rights to convert the Debentures into Baker Common Stock expire as of the close of business on December 14, 1979.

### FAXING AND CONVERSION AGENTS

Citibank, N.Y.  
Receive and Deliver Department  
111 Wall Street, 2nd Floor  
New York, N.Y. 10043

Citibank, N.Y.  
Hercules 545-549  
Postbox 2855  
Amsterdam, Netherlands

Citibank, N.Y.  
Seestraße 25/27  
P.O. Box 826  
3002 Zurich  
Switzerland

Citibank (Luxembourg) S.A.  
15 Avenue Marie Thérèse  
P.O. Box 263  
Luxembourg  
Banque Générale de Luxembourg S.A.  
14 Rue Aldringen  
Luxembourg

Citibank, N.Y.  
Grosse Gallwitzstrasse 16  
Postfach 2502  
6000 Frankfurt/Main, Germany

Citibank, N.Y.  
Avenue de Tervuren 246  
P.O. Box 7  
1150 Brussels, Belgium

Dated November 5, 1979

## UK COMPANY NEWS



Mr. Garry Weston, chairman of Associated British Foods, who is due today to report the group's half yearly results.

### Procor UK advances at midway

The following securities have been added to the Share Information service appearing in the Financial Times:

Arca Corporation (Section: Overseas—New York).  
Haoma Gold Mines (Mines—Australia).

North West Mining (Mines—Australia).  
OGEM (Overseas—Amsterdam).  
Quest Automation (Electricals).

night. The insurance group is to offer \$80p cash or the equivalent in 10% per cent unsecured loan notes 1985.

But before the deal goes through the Sunley family has agreed to buy the construction business for £1m (including £1m gross dividend). This effectively reduces the net cost of the bid to Eagle Star by 18p to 612p.

Further details will be announced on November 12.

The company also announces an increased pre-tax loss of £103,073 for the year ended September 30, 1978, against a deficit of £9,388. Gross income increased from £42,038 to £46,046. For the first half the loss was £14,763 and gross income £208,768.

Once again there is no dividend.

The spokesman attributed the increased loss to "a cleaning up operation."

### Bridgewater Inv. deficit rises—rights issue plan

A RIGHTS issue to raise 20.4m is being proposed by Bridgewater Investment Trust, a subsidiary of Sageat SA, a Swiss financial holding group.

Bridgewater's share quote has been suspended since July 27 following the announcement of the acquisition of two television rental companies, Ascent TV Rentals and Concorde TV Rentals, for £55,000 cash.

The rights issue will be on the basis of two-for-three and will be underwritten, a spokesman said. The proceeds will be used to continue the company's expansion programme, he added.

Further details will be announced on November 12.

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He added that profit in all divisions was well ahead of last year's. Production of the furniture range continued at a high level, but if this was to continue the order intake would have to improve.

Orders received in the textile division and Raymakers were higher than the previous year's.

Net asset value per 25p share, including investment currency premium, advanced from 78.5p to 85p.

The company has already paid a net interim dividend of 0.75p.

Last year's total net revenue was £1.75m and the dividend was an adjusted 1.5p.

Gross revenue for the nine months was £3.75m (£3.29m).

It has appointed as sole underwriting agent the Fremont Underwriting Management Company of Lime Street, EC3. Mr. Geoffrey Wrightman is underwriter for the agency.

Fundinvest—Edinburgh Investment Trust has purchased a further 56,000 capital shares and now holds 532,500 (3.39 per cent).

Francis Somers Holdings—Mr. N. Davis, director, notifies that Louis Flower, a family investment company, of which he is also a director, has purchased 175,000 shares and now holds 1,535,000 shares.

### Scottish United progress

NET taxed revenue of Scottish United Investors rose from £1.33m to £1.65m in the nine months to September 30, 1979.

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### SKANDIA UK

Skandia UK Insurance Company, a wholly-owned subsidiary of the Skandia Group of Stockholm, has increased its capital to £1m by the creation of 1m ordinary shares of £1 each, subscribed in cash by the parent company.

In addition there is also a share premium reserve of £125,000.

### FREMONT INSCE

Fremont Insurance Company (UK) has been granted authorisation by the Department of Trade to underwrite all classes of non-life reinsurance.

The company has a paid up capital of £2.5m and is a wholly-owned subsidiary of Fremont General Corporation of Los Angeles.

Winston Estates—Priestgate Trust is now the owner of 532,500 shares (3.39 per cent).

Alexander Howden Group—C. L. R. Hart, director, disposed of 25,000 shares at 84p, leaving holding 578,576 shares. W. N.

### SHARE STAKES

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Alexander Howden Group—C. L. R. Hart, director, disposed of 25,000 shares at 84p, leaving holding 578,576 shares. W. N.

### SCHRODER LIFE premium growth

Substantial growth in regular premium life business in the year to October 31, 1978, is reported by the Schroder Life Group, the wholly-owned subsidiary of Schroders, the merchant banking and investment group.

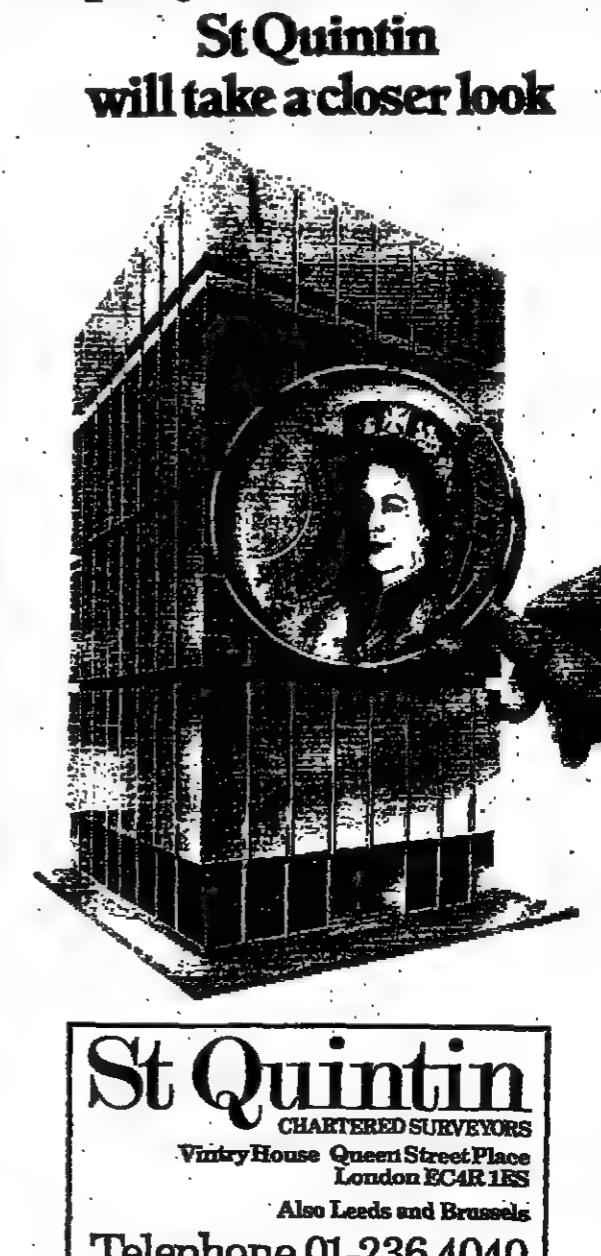
New annual premiums at £1.27m were 78 per cent higher than the previous year's sales of £2m.

Pensions business proved extremely buoyant over the period accounting for more than one-third of the annual premium business.

Mr. Robert Taylor, managing director of Schroder Life, says the Executive Pensions Plan continued to prove exceed-

### Property investment...£££?

St Quintin will take a closer look



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## THE TIMES

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## INTERNATIONAL BONDS

## A D-Mark toe in British waters

The planned placing on the London market of DM 100m of bonds for the European Investment Bank is not a financing operation of great magnitude by the standards of the international capital market, but it is of significance for London as a financial centre and has ruffled a few feathers in West Germany as well.

The issue is a small test of the British investing institutions' appetite for foreign currency investment, which may have been unleashed by the ending of British exchange controls. The portfolios of UK life insurance companies are now worth £40bn and those of British pension funds £38bn. Each of these categories of fund is currently investing cash at a net rate of £4.6bn a year. They have, of course, been investing a little of this hefty cash flow abroad for some time. But the EIB placing marks the first time that the City's domestic new issue apparatus is being geared up to sell them a foreign currency bond.

The placing is being led-managed by the BHF Bank of Germany and co-managed by Morgan Grenfell at the London end. Cazenove is the broker to the issue, which is underwritten by London merchant banks. The majority of the issue will be placed with British institutions—mainly pension funds—but BHF will also be placing a proportion itself, and one per cent is being offered to the jobbers

(dealers) on the London Stock Exchange as the Exchange's rules demand.

The coupon for ten years is provisionally set at 8½ per cent and this must be seen in context of a selling group commission of only 1½ per cent compared with the normal selling commission on a D-Mark private placement of 12½ per cent.

The management and underwriting fees are a more normal 8 per cent and 1 per cent respectively. If the placing goes ahead as planned, the EIB will thus, with a D-Mark issue, achieve the narrowing of commission costs for which it has long campaigned in the dollar sector of the market.

In Germany, the news of the placing caused something of a stir. BHF Bank had notified the German capital market sub-committee of the EIB issue, which was delayed by the poor condition of the D-Mark bond market, but it seems that the full novelty of the issue had not been spelled out. German banks reacted with a mixture of anger and glee. Deutsche Bank, the doyen of the German banks and an established lead manager for the EIB, made it clear that it was strongly opposed to the placing, while some of its smaller competitors were clearly amused by the placement.

For the City the issue involves a novel blend of the features of British and international securities. The institutions must subscribe in D-Marks. The secondary market in D-Mark bonds was much firmer

payable in Frankfurt. They will receive bearer bonds carrying D-Mark coupons. They will be able to cash these "gross" with BHF in Frankfurt or "net" with Morgan Grenfell. Two markets in the bonds will be made in parallel—on the London Stock Exchange by two jobbers and on the established Euro-bond telephone market by at least two banks.

For the EIB, whose bonds are already ubiquitous, the placing is a new source of cash where EIB paper is still a rarity. For the British pension funds it offers a long term investment bearing a "real yield" of 3 per cent, and a foretaste of what may follow in dollars, guilders and other currencies.

The secondary market in D-Mark bonds was much firmer

last week and prices reacted neither to the rises in the German discount and Lombard rates nor to the news that the first tranche of the new issue of Carter Bonds, amounting to DM 2bn, would be offered today. Both factors had already been discounted.

But the Dutch guilder sector weakened fractionally last week in the wake of the rise of the Dutch discount rate and the F150m issue for Centrale Rabobank had to be halved in size because of the lack of investor demand.

The greater stability of U.S. interest rates and the dollar last week helped to attract borrowers back into the new issue market for dollar bonds: however the volume of new offerings remains at \$150m. Very small and all the paper is in floating rate form.

According to Orion Bank's calculations, refunds of principal and interest on outstanding dollar bond issues to the year end amount to nearly \$2.5bn, of which \$1.4bn will occur during December. This is the highest figure ever over a two month period, yet few dealers believe that more than a fraction will be put back into the Eurobond market.

Trading activity was at a low ebb throughout last week with prices remaining firm. The only objects of investor demand are floating rate notes, in particular those issues which have just had, or are about to have, their coupons readjusted. In most

cases, prices of recently-issued bonds have not risen strongly but dealers now say that the paper is moving off manager's books into investors' portfolios.

In the Yankee bond market, the proposed \$200m issue for the EEC was cut by the lead manager, Morgan Stanley, to \$80m and the pricing was put off until this week. However Salomon Brothers is to lead a two-tranche \$200m Yankee for Sweden.

With interest rates rising in West Germany and Holland, the low yields available to investors on Swiss Franc foreign bonds are looking increasingly unattractive. Heavy selling pressure developed in this sector last week and all the new straight issues offered have not been covered by subscriptions.

This led the three big Swiss banks to reschedule the launching of all their issues.

The two most recent issues for prime quality names fell to heavy discounts during their first days of trading last week. The bond for the World Bank shed 4½ points on the week while the issue for Finland closed four points down on its issue price of 99 last Friday.

Yields of up to 5.41 per cent are now available on prime quality long term paper in this sector, a rise of 100 basis points in less than four weeks. However, the jump to what investors can obtain on similar quality and maturity paper in the other major hard currency sector remains considerable: 12 year World Bank paper yields 8.24

per cent denominated in Deutsche Marks against 5.14 per cent denominated in Swiss Francs.

Objections on political grounds led to a change in the planned leadership of Banco Nacional de Cuba's SwFr 30m floating rate note, the first ever international bond for a borrower from this country.

Banque Gutwiler, Kurz, Bungenberg was dissuaded from acting as lead manager for this issue by its major shareholder, Banque Leu. The Zurich-based subsidiary of the London merchant bank, Singer and Friedlaender has taken over the position of lead manager.

The final decision on when to launch this 12 year issue will be taken this week: the borrower is expected to pay a coupon of 5 per cent over the six month Swiss interbank rate with a minimum coupon of 5 per cent.

## U.S. BONDS BY DAVID LASCELLES

## Untrusted signposts

IT IS NOW exactly a month since the Federal Reserve produced its credit package, but the U.S. capital markets have still not recovered their composure. Interest rates continue to edge upwards, and prices react sharply, often unpredictably, to the smallest piece of news. The main point of interest this week is whether the completion of the Government's quarterly refunding on Thursday has cleared the air for more positive trading.

The markets do, however, signs last week of Washington's concern about the possible effect of high interest rates, when Mr. Volcker, the Fed chairman, has frequently touched on the strength of the economy to justify the severity of monetary restraint. Should the economy weaken, though, he is bound to come under political pressure to ease up.

In fact, there were already signs last week of Washington's concern about the possible effect of high interest rates, when Mr. Volcker, the Fed chairman, has frequently touched on the strength of the economy to justify the severity of monetary restraint. Should the economy weaken, though, he is bound to come under political pressure to ease up.

The markets do, however, take a tricky task. Usual signposts like the Fed funds rate and the money supply have become either meaningless or discredited. As a result, the atmosphere in the trading rooms is much more sensitive to news and rumour. But the news keeps bringing conflicting evidence on such key questions as the state of the economy and prospects for the Fed's credit

Although the current 15 per cent prime has widened the spread between that rate and the discount rate to more than 3 per cent, it seems unlikely that the Fed will push the discount rate higher solely for that reason. The view appears to be gaining ground that the Fed would prefer to ration credit through the discount window, thus avoiding highly visible rate increases and concommitant political displeasure.

Many economists believe, though, that with or without intervention, market pressures will push interest rates higher still, and that while this view persists, corporate borrowers may yet decide to come to the market sooner rather than later.

## EUROCURRENCIES

## Borrowers market lives a little longer

Those Euro-bankers who have been wary of last month's Volcker monetary package creating the basis for tighter international credit conditions in the Euromarkets, killing off the "borrowers market" find challenging reading in two current reports.

Both analyses, from the Organisation for Economic Co-operation and Development (OECD) and Chase Manhattan Bank respectively, forecast a broad continuation of existing trends in the Euromarkets.

The OECD believes that as higher prices create larger OPEC payments surpluses, the

supply of funds to the international financial markets should be more than sufficient to cover the needs for external financing without "a general tightening of terms (on syndicated loans) taking place."

It forecasts that total borrowing in the international capital markets this year—both bonds and credits—should reach \$110bn compared with the 1978 total of just over \$101bn.

While 1980 is likely to see larger balance of payments deficits around the world, total new borrowing should not expand much as increased recourse will probably be made to

Certain competitors, particu-

larly the Japanese banks, may be less active and the impact of the new U.S. margin reserve requirements will provide profit incentives for U.S. banks to turn to the international markets.

Additionally, the OECD does not see any noticeable lessening of competition between banks as the international activities of foreign branches of U.S. banks remain largely untouched by the Volcker measures.

Chase Manhattan, in a survey of Euromarket growth, indicates its belief that the share of Eurocurrency lending captured by U.S. banks may rise in 1980 for several reasons.

The net size of the market, ignoring the double-counting of bank positions, should rise to \$850m this year and \$790m next

year—compared with \$535m in 1978.

What Chase believes to be an even more significant indicator—lending to private non-banks—will grow, it is thought, comparatively slowly, by around 10 per cent in 1980 to \$360m, compared with \$320m this year.

Lending to public authorities, which grew less than 15 per cent in the first half of 1979, could accelerate in 1980, possibly to a further 20 per cent to \$1,300m in 1980.

Underlying this overall Euromarket growth slower than the 30 per cent spurt recorded in 1978 is the fact that the higher short-term interest rate policies

now being pursued in the U.S., Germany and elsewhere will tend to depress Euromarket expansion.

The U.S. determination to defend the dollar makes unlikely the rapid growth of Euromarkets that another dollar depreciation would introduce. Another factor favouring slower Euromarket growth is the projected slowdown in the pattern of world trade in 1980.

Chase agrees with the OECD that surpluses from the oil-exporting countries will have a major impact on the growth of the Euromarkets, which will capture a large share of OPEC short-term funds.

A better picture of the economy would give the market an idea of the likely strength of loan demand in the coming months. But it would also

## FT INTERNATIONAL BOND SERVICE

U.S. DOLLAR STRAIGHTS		Change on day	Bid	Offer	day yield	Yield	YEN STRAIGHTS		Change on day	Bid	Offer	day yield	Yield	BOND/TRADE INDEX AND YIELD		
Alcoa of Australia 10 88	100	+0.00	12.55	12.55	8.5%	8.5%	Alstom 5.6 83	30	+0.00	85.0	85.0	-0.00	-0.00	Medium term	Long term	
Alex Howden XW 81	30	+0.00	13.87	13.87	8.5%	8.5%	Austral 6.5 85	20	+0.00	87.0	87.0	-0.00	-0.00	Nov. 2 80.05	80.51	11.18
Australian Res. 9% 84	30	+0.00	11.32	11.32	8.5%	8.5%	Astro 7.5 89	12	+0.00	85.0	85.0	-0.00	-0.00	Oct. 28 80.29	80.85	11.11
Banca Difesa Fin. 84 87	100	+0.00	12.00	12.00	8.5%	8.5%	Bell 10.5 89	40	+0.00	84.0	84.0	-0.00	-0.00	High '78 85.75	86.99	10.91
CECA 10% 91	100	+0.00	12.37	12.37	8.5%	8.5%	Bell 10.5 89	10	+0.00	86.0	86.0	-0.00	-0.00	Low '78 80.05	80.51	11.18
CECA 5% 93	100	+0.00	12.73	12.73	8.5%	8.5%	Bell 10.5 89	20	+0.00	87.0	87.0	-0.00	-0.00			
Canadian Pacific 9% 89	80	+0.00	11.70	11.70	8.5%	8.5%	Bell 10.5 89	20	+0.00	88.0	88.0	-0.00	-0.00			
Carroll Hanby 81 84	30	+0.00	12.02	12.02	8.5%	8.5%	Bell 10.5 89	20	+0.00	89.0	89.0	-0.00	-0.00			
Cominco Inv. 10% 81	80	+0.00	12.07	12.07	8.5%	8.5%	Bell 10.5 89	20	+0.00	90.0	90.0	-0.00	-0.00			
Concord Gr. 9% 85	100	+0.00	12.33	12.33	8.5%	8.5%	Bell 10.5 89	20	+0.00	91.0	91.0	-0.00	-0.00			
Dormo Petroleum 10% 84	80	+0.00	12.67	12.67	8.5%	8.5%	Bell 10.5 89	20	+0.00	92.0	92.0	-0.00	-0.00			
Dominion Bridge 10% 84	30	+0.00	12.47	12.47	8.5%	8.5%	Bell 10.5 89	20	+0.00	93.0	93.0	-0.00	-0.00			
Dow Chem. O/S 9% 84	80	+0.00	12.37	12.37	8.5%	8.5%	Bell 10.5 89	20	+0.00	94.0	94.0	-0.00	-0.00			
EIB 10 89	100	+0.00	12.00	12.00	8.5%	8.5%	Bell 10.5 89	20	+0.00	95.0	95.0	-0.00	-0.00			
EIB 10% 87	100	+0.00	12.12	12.12	8.5%	8.5%	Bell 10.5 89	20	+0.00	96.0	96.0	-0.00	-0.00			
EIB 10.15 88	100	+0.00	11.78	11.78	8.5%	8.5%	Bell 10.5 89	20	+0.00	97.0	97.0	-0.00	-0.00			
Export Du. Cpn. 8% 84	100	+0.00	11.95	11.95	8.5%	8.5%	Bell 10.5 89	20	+0.00	98.0	98.0	-0.00	-0.00			



**UK Offshore**—The group has a 50% interest in the Wytch Farm Field in Dorset. Proved reserves are estimated at 86 million barrels. Production commenced early this year and should reach 4,000 barrels per day by early 1980; development drilling is expected to bring production to a peak of 19,000 barrels per day by 1984. Other small fields currently produce 1,650 barrels per day.

#### NORTH AMERICA

**Prudhoe Bay**—Production from the Prudhoe Bay Field on the North Slope of Alaska began in mid-1977. Under a utilisation agreement Sohio has an interim entitlement to approximately 53% of the crude oil and solution gas production from the main reservoir; final re-determination of entitlements will be made in 1982. Sohio's share of the proved crude oil reserves at 30 June 1979 was 4,517 million barrels. Wholly-owned subsidiaries of BP and Sohio own respectively 15.84% and 33.34% undivided interests in the Trans Alaska Pipeline System ("TAPS"), a 48 inch crude oil pipeline running approximately 800 miles from Prudhoe Bay to a tank farm and marine terminal at the ice-free port of Valdez on Alaska's southern coast. Planned sales of interests between TAPS participants would alter these percentages to 16.05% and 33.79%, and later approximately 16.9% and 33.1%. The maximum average annual rate of production allowed is about 1,500,000 barrels per day. Production is, however, limited by the capacity of TAPS. Expansions of TAPS capacity will be achieved by adding extra pump stations. One is planned for completion this year; increasing nominal capacity from 1,200,000 to 1,360,000 barrels per day, and a second to add 80,000 barrels per day will follow. The injection of drag reducing additive ("DRA") into the oil has recently increased throughout materially and the use of DRA and one extra pump station should permit throughput of 1,500,000 barrels per day by the end of 1979. Availability of DRA supplies could, however, be adversely affected by production, transportation and operational difficulties.

Sohio's share of net production from Prudhoe Bay having reached 600,000 barrels per day, BP's effective interest in Sohio increases from approximately 52% to approximately 53%. BP also has, through a wholly-owned subsidiary, rights to dividends in an amount equal to 75% of the net profits attributable to Sohio's share of net production between 600,000 and 1,050,000 barrels per day. Such net profits will commence to accrue before the end of 1979. Production from the field is expected to decline in the mid-to-late 1980s.

**Other Interests**—The group, partly through Sohio, holds leases on the North Slope, covering an area where hydrocarbons have been found and are likely to be developed. In addition to its Alaskan reserves, at 31 December 1978 Sohio had estimated proved crude oil reserves of 61 million barrels, while BP Canada (65% owned) had estimated proved crude oil reserves of 30 million barrels. Sohio has agreed to acquire two companies with substantial holdings of oil and gas exploration acreage in the US Rocky Mountains.

#### MIDDLE EAST AND AFRICA

The group's only significant remaining producing equity interests in these areas are 9.7% and 14.4% interests respectively in onshore and offshore concessions in Abu Dhabi, expiring in 2014 and 2018 respectively. At 31 December 1978 the group's share of the proved crude oil reserves in these aggregated 2,322 million barrels. The group's share of production is currently approximately 147,000 barrels per day. The group's oil and gas reserves in Nigeria were taken over by the Nigerian Government as of 1 August 1978, entailing a loss of crude oil production of approximately 275,000 barrels per day. In Egypt the group has a small share in a field declared commercial in July 1979.

#### PURCHASED OIL

In the five years ended 31 December 1978, the group received approximately 42% of its crude oil supplies through its 40% interest in a consortium of international oil companies entitled under a 1973 agreement with the Iranian Government and the National Iranian Oil Company ("NIOC") to purchase for 20 years oil produced from certain properties in Iran and not required for internal consumption or, within specified limits, for export. In 1977 and the first nine months of 1978 the group's purchases averaged 1.3 and 1.1 million barrels per day respectively. In connection with the change of governments in Iran supplies declined in the last few months of 1978, ceasing between 28 December 1978 and 5 March 1979, when limited exports from Iran resumed. In March 1979 NIOC declared that its future relationship with the consortium companies would be based on individual contracts. The group negotiated a contract to purchase for the nine months from 1 April 1979 450,000 barrels per day, subsequently reduced to 385,000 barrels per day from 1 July 1979. The group purchases crude oil from the Kuwait Government pursuant to a contract providing for an average of approximately 450,000 barrels per day between 1 January 1976 and 31 March 1980 and an agreement subject to negotiation for reduction, for 400,000 barrels per day, thereafter to 31 March 1985. The group has contracts with the Abu Dhabi Government for approximately 38,000 barrels per day during 1978, with the Iraq Government for approximately 80,000 barrels per day during 1978 and with the Qatar Government for approximately 31,000 barrels per day until 30 June 1981. Prices under all the above contracts are generally fixed quarterly. The group from 1978 had a purchase arrangement with the Nigerian Government for approximately 100,000 barrels per day, but the Nigerian Government terminated this with effect from 1 August 1978.

#### EXPLORATION

During 1978 and the first half of 1979 the group drilled or participated in partnership with others in drilling 14 exploration and appraisal wells in the North Sea, including 4 in Norwegian and Dutch waters. A number of wells were drilled by Sohio in

the United States. During the same period the group also participated in exploration wells drilled offshore northwest Australia, Brazil, Egypt, Gabon, Ireland and Morocco and onshore in Alaska, Canada, Egypt, France, West Germany and the UK.

#### NATURAL GAS

The group's principal gas reserves in the United Kingdom are attributable to its 100% interest in the West Sole Field in the North Sea, which commenced production in 1967. Facilities have been installed in the Forties Field and are being installed in the Ninian Field (to be operational during 1981) to permit partial commercial utilisation of associated gas. The gas reserves shown under "Rest of Europe" in the table of reserves are in West Germany, where the group acquired from Veba AG with effect from 1 January 1979 a 25% interest in Ruhrgas, Europe's largest private gas distributor. The gas reserves in Australasia are attributable to its 37.5% interest in the Kapuni Field in New Zealand, which commenced production in 1970, and its 12.5% interest in the Maui Field in waters 23 miles west of New Zealand, which has recently commenced production. The group has a 16.5% interest in natural gas discoveries (currently the subject of economic feasibility studies) off the northwest coast of Australia. Sohio's reserves at 31 December 1978 included estimated proved reserves of 7.2 million cubic feet in the Prudhoe Bay Field, but a gas pipeline would be needed to permit commercial production. The group has a 16.2% interest in a gas liquefaction plant on Das Island, offshore Abu Dhabi, which is currently operating below capacity due to technical and supply problems, and a 31% interest in a projected liquid natural gas terminal at Wilhelmshaven, West Germany. The group has a 10% interest in a company concerned with the possible construction and operation of a gas liquefaction plant at Bonny, Nigeria. Deutsche BP (a wholly-owned subsidiary) hopes to obtain a long term contract to purchase up to 160 billion cubic feet per year of gas as liquefied natural gas from Algeria, starting in late 1985.

#### Shipping

At 31 December 1978 the group (excluding Sohio but including a 50% owned company) owned or had on bareboat charter or long term charter (initially for more than one year):

Deadweight Tonnage (dwt.)	Owned or on bareboat charter	Long term charter	Total
Up to 25,000 dwt.*	26	3	29
25,000 to 50,000 dwt.	17	10	27
50,000 to 180,000 dwt.	—	7	7
Over 180,000 dwt.	25	27	52
<b>Total numbers</b>	<b>68</b>	<b>47</b>	<b>115</b>
<b>Total deadweight tons (millions)</b>	<b>7.3</b>	<b>7.3</b>	<b>14.6</b>

\* Excluding ships not exceeding 3,000 dwt.

At 31 December 1978 Sohio had, under various short and long term charter arrangements, a fleet of tankers totalling approximately 3 million dwt. to transport Prudhoe Bay crude oil to markets on the West Coast of America, the Gulf Coast and the Caribbean. Because at least 75% of the equity of a corporation owning tankers transporting Alaskan crude oil to US ports must be owned by US citizens, and such tankers must be US registered, Sohio cannot use for this purpose the ships owned or chartered by other group members.

There is serious world over-capacity in very large crude carriers ("VLCCs") and many have been laid up. The growing importance of North Sea oil has meant further decline in the group's VLCC needs. At 31 December 1978 six ships totalling 1.4 million dwt. were laid up; one has since been sold. Charters of three VLCCs totalling 0.6 million dwt. expired during 1979.

In the medium carrier class charters of five carriers totalling 0.5 million dwt. have expired or will expire during 1979. Four such carriers totalling 0.6 million dwt. have been chartered this year and the group has announced an order for the building of two new carriers, totalling 0.2 million dwt.

A programme of disposal of older and smaller product carriers was completed during 1978, but the group's requirements for product carrier tonnage continued to decline. Charters of two product carriers expired during 1979.

#### Refining

At 31 December 1978 the group had 21 refineries with total crude oil distillation capacity of 2.8 million barrels per day, 70% of which was located in Western Europe. The group also has processing entitlements at 14 other refineries, in which its share of crude oil distillation capacity amounted to 470,000 barrels per day at 31 December 1978. During the last five years the amount of crude oil refined for the account of the group was approximately as follows:

In group refineries	1974	1975	1976	1977	1978
	(thousands of barrels per day)				
United Kingdom	420	340	420	400	400
France	320	280	280	260	280
West Germany	280	240	250	260	280
Netherlands	280	180	280	240	120
Other Europe	240	180	220	220	200
Middle East and Africa	180	100	80	80	60
Australia and Far East	180	180	180	180	180
North America	80	100	100	100	500†
<b>By other refiners</b>	<b>1,840</b>	<b>1,580</b>	<b>1,780</b>	<b>1,740</b>	<b>1,880</b>
	180	180	120	120	20
<b>Total</b>	<b>2,100</b>	<b>1,720</b>	<b>1,900</b>	<b>1,860</b>	<b>2,000</b>

† Includes 400 thousand barrels per day refined by Sohio.

#### ACCOUNTANTS' REPORT

The following is a copy of a report from Ernst & Whitney, Chartered Accountants:

57 Chiswell Street  
London EC1Y 4SY  
31 October 1979

The Directors, The British Petroleum Company Limited  
The Lord Commissioners of Her Majesty's Treasury and  
The Governor and Company of the Bank of England

Gentlemen

We have acted as auditors of The British Petroleum Company Limited ("BP") since its incorporation on 14 April 1909. We have examined the group accounts of BP and its consolidated subsidiaries ("the BP group") for the five years ended 31 December 1978.

The group Income statement and movements in group reserves for the five years ended 31 December 1978, the group balance sheet at 31 December 1977 and 1978 and the group statement of source and application of funds for the years ended 31 December 1977 and 1978 are based on the audited accounts. In our opinion, these statements and the group balance sheet, which have been prepared under the historical cost convention, together with the notes thereon, give a true and fair view of the net income and movements in group reserves for each of the five years ended 31 December 1978, of the state of affairs at 31 December 1977 and 1978 and of the source and application of funds for the years then ended.

Our examination of the group accounts did not extend to the unaudited group income statement for the six months ended 30 June 1978 and 1979, the unaudited movement in group reserves and the unaudited group statement of source and application of funds for the six months ended 30 June 1978 and the unaudited group balance sheet at that date and the related note (xv).

We report as follows:

#### 1. Accounting policies

The accounting policies adopted for the preparation of the group accounts of the BP group are set out below. The only significant changes made in the five years ended 31 December 1978 relate firstly to deferred taxation in 1977 for which the group income statement for the years 1974 to 1976 has been restated and secondly to the treatment of depreciation for stock valuation purposes in 1975, the effect of which is disclosed in the statement of movements in group reserves.

**Accounting Convention**  
The accounts are prepared under the historical cost convention.

#### Composition of Group Accounts

The group accounts comprise a consolidation of the accounts of BP and all its subsidiaries, including The Standard Oil Company (Sohio) for the first time in 1978, except for a number of minor companies the consolidation of whose accounts would cause undue expense and delay in presentation and whose income is insignificant. The investment in these minor companies is included in the group balance sheet with investment in associated companies.

Where accounting policies followed by subsidiaries differ significantly from those adopted for group accounts purposes appropriate consolidation adjustments are made for material items.

In respect of associated companies whose earnings are material, the group proportion of the net income of those companies, including Sohio for the years 1975 to 1977, is included in the group income statement. For other associated companies whose earnings are relatively small only dividends received are included.

#### Currency Translation

Assets and liabilities expressed in currencies other than sterling and operating results of overseas subsidiaries are translated into sterling at the year-end rates of exchange.

Exchange fluctuations are included in the determination of income except those relating to the revaluation at year-end exchange rates of:

(a) opening balance sheets of overseas subsidiary and associated companies

(b) long-term receivables and finance debts (excluding acceptance facilities) in other than local currencies which are taken directly to reserves.

#### Stock Valuation

Stocks of oil and chemicals are valued at the lower of group cost including overheads, using the first in, first out method, and net realisable value. For purposes of valuation petroleum revenue tax is treated as a cost. Stores are stated at or below cost calculated mainly using the average method.

#### Pensions

In most group companies there are pension and retirement plans, the forms and benefits varying with regard to economic conditions and practices in the countries concerned. Where funds and provisions exist, payments and charges are made on the basis of periodic actuarial assessments and where local regulations prevent the establishment of funds the cost of pensions paid is charged against income. Supplementary pension payments are charged against income when paid.

#### Depreciation and Amounts Provided

Oil production and pipeline assets principally in Alaska and the North Sea are depreciated on the unit-of-production/throughput method over the estimated recoverable oil and gas reserves including, where appropriate, provision for future dismantlement and abandonment costs. Coal properties are depicted using the unit-of-production method.

Exploration leasehold properties are amortised over the estimated period of exploration; full provision is made against the group's proportion of other exploration expenditure whether incurred directly by subsidiary companies or indirectly by associated companies except for expenditure relating to uncompleted wells and to completed wells awaiting determination of whether proven reserves have been found.

Other properties and operating assets are depreciated on the straight line method over their estimated useful lives.

#### Research

Expenditure on research is wholly written off in the year in which it is incurred.

#### Interest and Financing Costs

Interest and financing costs are charged against income but are capitalised where there is dedicated financing of major projects under development.

#### Petroleum Revenue Tax

The charge for petroleum revenue tax is calculated on the unit-of-production method and is included in creditors or deferred liabilities as appropriate.

#### Deferred Taxation

Provision for deferred taxation is made using the liability method except where it is considered that no liability will arise in the foreseeable future.

Where accounting policies followed by subsidiaries differ significantly from those adopted for group accounts purposes appropriate consolidation adjustments are made for material items.

In respect of associated companies whose earnings are material, the group proportion of the net income of those companies, including Sohio for the years 1975 to 1977, is included in the group income statement. For other associated companies whose earnings are relatively small only dividends received are included.

#### Sales and Marketing

##### CRUDE OIL

The group has for many years been a seller of substantial quantities of crude oil. Mainly as a result of the increasing volume of direct sales by OPEC countries sales of crude oil by the group have been falling

## 4. Group balance sheet

Figures in £ million	Notes	At 31 December 1978	1977	At 31 June 1978 (unaudited)
<b>Assets employed</b>				
Properties and operating assets (iv)	6,573.3	3,342.6	8,817.8	
Investments				
The Standard Oil Company (Sohio)	(v)	—	415.8	—
Associated companies	(vi)	455.6	382.4	485.4
Long-term receivables	351.5	328.8	239.8	
Current assets less current liabilities	(vii)	2,305.1	2,054.5	2,764.2
Total assets less current liabilities		5,886.6	5,533.3	10,388.3
<b>Liabilities:</b>				
North Sea oil advance proceeds (viii)	—	103.8	—	
Deposits and deferred liabilities (ix)	725.2	682.1	701.2	
Deferred taxation (ii)	51.7	22.1	35.4	
Insurance funds and provisions	51.4	52.1	49.8	
Pension provisions	182.4	149.3	198.3	
	1,010.4	892.5	1,025.4	
	2,578.4	2,544.8	2,822.4	
<b>Financed by:</b>				
Issued capital	359.2	359.2	359.2	
Share premium account	189.2	189.2	189.2	
Reserves	(v)	3,158.3	2,685.3	3,538.0
Shareholders' interest	3,757.7	3,258.7	4,134.4	
Minority shareholders' interest	728.9	123.8	838.6	
Finance debts	(vii)	4,179.8	2,182.5	4,008.4
	8,676.4	5,544.8	8,822.4	

## 5. Group statement of source and application of funds

Figures in £ million	Years ended 31 December	Years ended 31 December	Six months ended 30 June
	1978	1977	1978 (unaudited)
Income after overseas taxation	1,116.4	824.4	1,383.1
Extraordinary items	—	(54.2)	—
Depreciation	595.3	303.7	365.4
Total generated from operations	1,712.2	1,078.8	1,547.6
Increases in finance debts (including changes in currency values)	—	44.8	59.4
Book amount of assets sold	31.6	44.1	21.6
Net changes in currency values	(40.8)	(142.7)	(103.0)
Other items	104.0	112.8	90.7
Total other sources	94.9	59.8	88.6
Funds available	1,807.1	1,132.6	1,611.6
Application of funds			
Capital expenditure	230.0	848.6	430.0
Acquisition of additional interests	102.2	—	325.5
Investment in associated companies	49.4	72.3	12.7
Increases in finance debts (including changes in currency values)	251.5	—	—
Reduction of North Sea oil advances (premises)	193.8	183.0	—
Dividends paid—BP shareholders	80.2	78.4	85.8
—Minority interests	25.0	1.6	14.7
UK tax paid (including PNT 1976-1978, 1977-80, 1978-79)	241.1	36.1	207.2
(Decrease)/increase in working capital	1,847.3	1,028.6	1,084.7
Total application	1,807.1	1,132.6	1,811.6
(Decrease)/increase in working capital (Decrease)/increase in stocks (Decrease)/increase in debts (Increase)/decrease in current liabilities (including UK tax and prepaid dividends) increase in liquid resources	(240.7)	(4.0)	202.6
	(86.0)	(125.6)	380.0
	(10.0)	183.4	(277.4)
	319.0	49.4	262.0
	(40.2)	183.3	646.6

Individual items above exclude the movements in respect of reclassifications and additional interests acquired:

Investment in Sohio	Additional interests acquired	Years ended 31 December	1976	1978	1977	1978
			6 months ended 30 June			
Properties and operating assets	3,012.6	180.8	201.4			
Investment in associated companies	30.7	8.6	12.6			
Working capital	489.6	45.1	123.0			
Finance debts	(2,435.2)	(101.1)	(28.6)			
Minority shareholders' interests	(552.9)	—	—			
Other items	55.4	—	0.1			
(Surplus)/deficit on consolidation	(129.1)	3.6	—			
Reclassifications	(413.0)	—	(57.0)			
	—	109.2	325.6			

## 6. Notes

## (i) Interest and financing costs

Figures in £ million	Years ended 31 December	1974	1975	1976	1977	1978
Interest—Long-term	27.6	27.2	47.0	81.0	231.8	—
—Other	51.6	71.6	111.7	128.1	234.0	47.7
Finance Field financing costs	—	4.2	23.3	15.6	—	—
	79.3	103.1	178.8	207.5	478.6	

## Capitalised

Figures in £ million	Years ended 31 December	1974	1975	1976	1977	1978
(a) Overseas Producer governments	1,801.4	1,332.9	1,340.5	1,277.6	1,005.3	
Other areas	—	26.2	35.2	45.3	88.6	92.2
—Current	19.5	(9.6)	(3.5)	4.9	33.2	—
—Deferred	—	—	—	—	—	—
	1,785.4	1,338.2	1,386.3	1,281.0	1,017.7	

## (ii) Taxation

Figures in £ million	Years ended 31 December	1974	1975	1976	1977	1978
Overseas	1,277.8	890.3	507.1	478.1	878.1	
Producer governments	—	—	—	—	—	—
Other areas	—	—	—	—	—	—
—Current	—	—	—	—	—	—
—Deferred	—	—	—	—	—	—
	1,277.8	890.3	507.1	478.1	878.1	
Properties and practices no longer required	—	—	(7.0)	(7.1)	—	—
D overseas tax relief	1,277.8	890.3	508.1	480.9	878.1	
Advance corporation tax	22.0	—	(5.1)	114.5	169.0	
Transitional relief	(10.0)	(11.4)	(6.2)	—	—	
	22.0	(11.4)	(6.2)	114.5	169.0	
Petroleum revenue tax at 45%	—	7.6	129.4	356.2	355.6	
	22.0	(3.6)	53.2	485.1	524.6	

Under the UK Taxation Act 1975 petroleum revenue tax is imposed on profits from production of oil and gas in the UK, its territorial waters and continental shelf and is an allowable deduction for corporation tax purposes.

In 1974 advance corporation tax (ACT) of £33.9 million was charged to income; in 1975 and 1976 ACT of £38.6 million and £41.1 million, respectively, was carried forward to be offset against future corporation tax liabilities. Of the ACT charged to income in 1974 and prior years, £70.0 million was credited to income in 1976 and similarly carried forward to be offset against future corporation tax liabilities. The Finance Act 1972 amended and extended the transitional relief provisions of the Finance Act 1965 so as to give a measure of relief against ACT.

## (c) Deferred taxation

The deferred taxation charges for the five years ended 31 December 1978 have reduced in respect of timing differences between the accounting and tax treatment of depreciation and other items as follows:

Figures in £ million	Years ended 31 December	1974	1975	1976	1977	1978
Overseas	12.7	(16.0)	14.7	(8.8)	55.8	
United Kingdom	—	55.0	143.6	116.0	123.3	

12.7 39.0 158.2 197.2 139.1

## The potential amounts of deferred taxation comprise tax in respect of:

Figures in £ million	1978	1977	1976	UK

## BUSINESSMAN'S DIARY

## UK TRADE FAIRS AND EXHIBITIONS

Date Current Title  
Nov. 7-8 The Camping Trade Exhibition (0634 221289) (until Nov. 7)  
Bristol Contract Flooring Exhibition (01-236 0611)  
Nov. 13-15 The All-Business Show (0582 23473)  
Nov. 13-18 International Furnishing Show (01-724 0361)  
Nov. 20-23 Electronics '79 Show (021 705 5707)  
Nov. 20-23 International Exhibition for the Food and Allied Industries (0273 698281)  
Nov. 21-23 National AIDS for the Disabled Exhibition (0782 59633)  
Dec. 3-7 Royal Smithfield Show (01-235 7000)  
Dec. 4-8 Broadcast Exhibition (Home Electronics) (0822 4671)  
Dec. 11-13 Automatic Testing Exhibition (0282 5226)  
Dec. 28-Jan. 6 Camping, Outdoor Holiday Exhibition and Motor Caravan Show (01-262 2886)

## OVERSEAS TRADE FAIRS AND EXHIBITIONS

Current Do-It-Yourself Exhibition (until Nov. 11)  
Motor Show (01-734 2678) (until Nov. 12)  
Spanish Atlantic Trade Fair (until Nov. 11)  
International Food Fair—Beverages—Equipment (until Nov. 11)  
Nov. 6-10 International Exhibition for Electronics Production (01-438 1951)  
British Columbia Business Show (01-540 1101)  
Resins and Pigments Exhibition (0737 88611)  
Nov. 9-13 "Banque '79" Exhibition at Banking Congress International Hotel and Tourist Equipment Exhibition  
Nov. 11-31 International Book Exhibition (01-540 1101)  
Industrial Safety and Occupational Health Congress and Exhibition (01-409 0956)  
Nov. 13-17 International Maritime Exhibition—EUROPORT  
Nov. 14-17 Asian Business Expo  
Nov. 16-18 International Footwear and Leather Goods Accessory Exhibition  
Nov. 18-21 Heating, Refrigeration and Air Conditioning Techniques Extra, INTERCLIMA/EXPOCLIMA (01-439 3964)  
International Building Exhibition (01-439 3964)  
Nov. 20-23 Trade Fair for Clothing Textiles (01-734 0543)  
Medical and Technical Exhibition and Congress (01-409 0956)  
Nov. 21-27 IGESHO '79 Industrial and Institutional Catering Exhibition  
Nov. 26-30 International Market for the European Diffusion of Sub-Contracting  
Nov. 27-Dec. 1 Swiss '79 Exhibition for Swimming Pools and Sporting Equipment

## BUSINESS AND MANAGEMENT CONFERENCES

Nov. 5-6 Management Centre Europe: Donald A Schon on Innovation and New Business Development  
Crown Eagle Communications: Concentrated Course in U.S. Government Contracts (01-638 0617)  
Executive Conference: Justifying and Selecting Automatic Test Equipment (0494 33171)  
Nov. 6 American Tax Institute in Europe: North American Tax Planning Conference (Telex 613524 F)  
Nov. 8 Oyes/IBC: Dealing with the Press, Radio and Television—Know Your Legal Rights (01-242 2451)  
Nov. 8 Industrial Marketing Research Assoc: Chemicals For Lubricants and Functional Fluids (Lichfield 23443)  
IPS: Office Services (0990 23711)  
Nov. 8-9 CCC: Costs of Delays and Variations in Construction Industry—Preparation, Negotiation, and Settlement of Claims by Contractors and Employers (01-232 6362)  
Nov. 9 ESC: Food and the Law—A round-up of current requirements in the UK and EEC countries (057232 2711)  
Nov. 12-13 Seminar: International: Product Liability—Avoiding Claims, Minimising Risk and Cutting Costs (01-236 2000)  
Nov. 12-16 Kepner Tregoe: Decision Making for Senior Management (0628 3363)  
Nov. 12-22 Lemanic: Organisation and Methods (01-288 2233)  
Nov. 12-13 Oyer/IBC Wills and Probate (01-242 2451)  
Nov. 13 Inbound: Focus on Priorities (01-563 3651)  
Nov. 13 Oyer/IBC Current Cost Accounting (01-242 2451)

## APPLICATION FORM

THE APPLICATION LISTS WILL OPEN AT 10 A.M. ON FRIDAY 9 NOVEMBER 1979 AND WILL CLOSE AT ANY TIME THEREAFTER ON THE SAME DATE.

Applications must be for 75 shares or for 100 shares or for multiples of shares as follows:

No. of shares applied for	100—500	500—3,000	3,000—10,000	10,000—30,000	30,000 and over
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Must be a multiple of	50 shares	100 shares	500 shares	1,000 shares	5,000 shares
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Examples of amounts payable on application are set out at the end of the Offer for Sale.

Cheques. Each application form must be accompanied by a separate cheque which should be made payable to the Bank of England and crossed "Not Negotiable—BP Shares". Cheques must be drawn in sterling on a bank in and be payable in the United Kingdom, the Channel Islands or the Isle of Man.

Offer for Sale of 80,000,000 Ordinary Shares of 25p each of

## THE BRITISH PETROLEUM COMPANY LIMITED

at £2.63 per share

payable on application—£1.60 per share

By 3 p.m. on 8 February 1980—£2.13 per share

To THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND

on behalf of

THE LORDS COMMISSIONERS OF HER MAJESTY'S TREASURY

No. of shares applied for  
use + above

Amount payable on application at £1.60 per share £ : p

I/We enclose a cheque for the above mentioned sum, being the amount payable on application for the above stated number of Ordinary Shares of 25p each of The British Petroleum Company Limited ("BP"). I/We offer to purchase that number of shares or any less number of shares in respect of which this application may be accepted upon the terms of the Offer for Sale dated 31 October 1979 and undertake to pay the final instalment in respect thereof by 3 p.m. on 8 February 1980.

I/We hereby authorise you to send a non-negotiable Letter of Acceptance in respect thereof, and/or a cheque for any money payable, by post at my/our risk, to the first-named applicant below and to procure my/our name(s) to be placed on the Register of Members of BP as holder(s) of such of the shares allocated to me/us as have not been effectively renounced.

In consideration of your receiving and processing this application I/We hereby agree that it shall be irrevocable until 20 November 1979.

I/We hereby declare that:

(A) (Note 7) I am/we are not (a) person(s) resident in Rhodesia (Note 2) and am/we are not acquiring the above mentioned shares as the nominee(s) of any person(s) resident in Rhodesia and

(B) (Note 3) I am/we are not applying for any Ordinary Shares herewith with a view to the making, within any part of or to nationals or residents of the United States of America, its territories or possessions, or within Canada, of any distribution within the meaning of relevant Securities laws and, if a US national or resident, have obtained a copy of the US Prospectus relating to the Offer for Sale.

Date 1979.

Signature(s):

In the case of joint applicants, all must sign.  
A corporation must execute under its Common Seal or under the hand of a duly authorised officer whose capacity should be stated.

If this form is signed by an attorney, the power of attorney must accompany this form.

NOTES

- If Declaration (A) cannot be made it must be deleted and relevant should be made to a United Kingdom resident member of The Stock Exchange who is a broker.
- The expression "person resident in Rhodesia" covers all persons who are living in Rhodesia (i.e. they have a home in or are currently employed in Rhodesia).
- If Declaration (B) cannot be made this application will not be considered.

PLEASE COMPLETE BELOW IN BLOCK CAPITALS

NAMES	Mr	Mr	Mr	Mr	Mr	Mr	Mr	Mr	Mr
ADDRESS OF FIRST-NAMED APPLICANT	ADDRESS(ES) OF JOINT APPLICANT(S)								
#07	1	2	3	4	5	6	7	8	9
409	1	2	3	4	5	6	7	8	9

Stamp of agent claiming commission	VAT Regn. No.	FOR OFFICE USE ONLY
Acceptance No.	No. of shares	

## The week in Parliament

## TODAY

COMMONS — Education Bill, second reading.

LORDS — Sale of Goods Bill, committee. Justices of Peace Bill, committee. Protection of Official Information Bill, second reading. Short debate on steel industry in Scotland. SELECT COMMITTEES — Public Accounts 1977-78 accounts of Manpower Services Commission. Witnesses: Department of Employment, Manpower Services Commission, 4.45 pm. Room 16.

TOMORROW

COMMONS — Industry Bill, second reading.

LORDS — Bail Bill, second reading. Ministry of Overseas Development. Dissolution Order. Debate on passport union in EEC. Short debate on future strategy of British Airways.

SELECT COMMITTEES — Parliamentary Commissioner for Administration Committee. Witness: Parliamentary Commissioner for Administration, 5 pm. Room 6.

WEDNESDAY

COMMONS — Supply day debate on steel industry. Motions on members' interests. LORDS — Debate on Government policies to deal with difficulties and opportunities facing the country.

SELECT COMMITTEES — Public Accounts: 1977-78 accounts of Manpower Services Commission. Witnesses: Department of Employment, Manpower Services Commission, 4 pm. Room 16.

THURSDAY

COMMONS — Isle of Man Bill, European Communities (Greek Accession) Bill, remaining stages.

LORDS — Sale of Goods Bill, third reading. Justices of the Peace Bill, report. Gaming (Amendment) Bill, third reading. Bill of Rights Bill, second reading. Family Income Supplements, regulations and various social security motions.

FRIDAY

COMMONS — Private Members' Bills.

THURSDAY, NOVEMBER 9

DISCUSSIONS — DIVIDEND & INTEREST PAYMENTS

Associated British Foods, 0.55p

Barrow Ship Repairers, 0.4p

British Petroleum, 0.8p

British Steel, 1.25p

British Telecom, 1.25p

British Waterways, 0.3p

British Airways, 0.35p

British Gas, 0.



# Industry in transition

INDUSTRIAL revolution is now getting under way in the North East 100 years after the first great upsurge in industrial activity produced the original mix of coal, steel, shipbuilding, heavy engineering and chemicals industries which came to dominate life in this part of the UK.

While the inevitable contraction of these industries in the face of competition from newer producers elsewhere in the developed and developing world is still resulting in the loss of thousands of jobs, a less obvious trend over the past few years in the region has been the growth of small companies, many of them employing only a handful of people.

Of all the regions in the UK the North East traditionally has had the fewest small and medium-sized companies, mainly because the old industrial giants, and the nationalised industries which in many cases have succeeded them, were largely self-sufficient and did not need to rely heavily on outside suppliers.

The monthly reports of the North of England Development Council, the body responsible for promoting the area, now paint a somewhat different picture. Every month brings details of a variety of new clothing, engineering, plastics and other ventures which, while they may not be offsetting job losses elsewhere, are at least creating some new opportunities with potential for further expansion.

The growth of this sector is one result of the very considerable effort now being put by local authorities and other agencies in the area into wooing potential small investors with a offer of a wide range of financial and other incentives.

Though efforts to attract major new projects continue, and indeed still meet with occasional success, competition for the few available developments of any size is now both intense and international. One of the few big schemes with a high labour potential which the North-East has been able to secure this year is a proposed Findus meat processing plant which is likely to go to Long Benton in Newcastle and to employ more than 1,000 people.

Another reason to spur local initiatives is that some projects attracted in the past have run into problems.

The past year has seen Courtaulds close down with the loss of 1,600 jobs and an acrylic yarn plant opened in the late 1980s and expanded twice. In this case, the expansion was over-ambitious and the company has returned to its original

acrylic yarn base in Yorkshire. Other high fliers which have cut back on activities expanded in the past 10 years include Wilkinson Sword, the razor blade company which sacked almost one third of its labour force at Cramlington earlier this year, and Lonrho, which has scaled down the household textiles plant it took over from Brentford Nyons, again at Cramlington.

The hope shared by all the various bodies involved in industrial promotion in the North East is that the growth in small companies will give the area a much broader industrial profile and so make it much less vulnerable to problems affecting basic industries such as steel and shipbuilding.

Even where individual industrial sectors are concerned there can also be safety in numbers, as Mr. Mel Hague, Executive Director, Planning for Tyne and Wear, points out. "Around 2,000 jobs were lost in the county as a result of the Burton group's decision to rationalise the manufacturing operations of its Jackson the Tailor subsidiary. Around 40 new clothing companies have been set up, however, over the last two to three years, and have helped to absorb the labour force."

## Encourage

Tyne and Wear county itself has sought to stimulate the growth of local enterprises through the provisions of its own Act of Parliament. This gives it powers to use rate funds to build small factories, make grants and loans to businesses and to carry out environmental improvements.

So far, the county has designated four industrial improvement areas in older areas where factories have become run down. The schemes, on which about £1m a year is being spent, are designed to encourage private companies themselves to spend money on improving their premises to create better and generally more attractive places of work.

Newcastle City, one of the metropolitan districts within Tyne and Wear, also has about £1m available for industrial assistance in the current year and is again concentrating most of its attention on aiding smaller businesses. Durham, too, has its own legislation dating back to the 1980s enabling it to assist industry, and a variety of schemes are also offered by the counties of Cleveland and Northumberland.

Other assistance to small companies is available from the

National Enterprise Board's northern office in Newcastle which has recently entered into special arrangements with the Midland Bank to provide capital for new ventures. Most new projects big and small will also qualify for the various Department of Industry incentives.

But although the machinery for promoting new development in the North East is now more comprehensive than ever, it remains to be seen whether it will yet be able to prevent further substantial rises in unemployment from the present figure of 117,000 (including Cumbria) when the present world recession begins to bite even harder next year.

Redundancies over the past few years in the region have been running at about 20,000 per annum and in the first nine months of this year amounted to 16,000. Significantly, despite 38,000 job losses in the past two years, the unemployment total for the region was almost the same in October this year as in October 1977, suggesting that at least enough jobs were created to balance those lost.

Unemployment in the North was 26 per cent higher than the national average in early 1978 but is now 35 per cent higher. The number of unemployed in relation to vacancies is five times higher, too, in the North than in the South East and double the national average.

In mining, the National Coal Board has invested about £125m in the North East since 1974, much of it in opening up new seams under the North Sea. The area's 28 pits lost about 200m last year however, and reduced returns from the profitable open-cast sector left a net operating loss of £300,000 for 1978-79. This year there has been a significant improvement in output by the area's 34,000 miners, and strong demand from the coalfield's main customer, the electricity supply industry.

Demand for the coking oil produced in Durham has been hit however by the steel industry's prolonged recession and by the British Steel Corporation's decision to rely on imports of very cheap Australian coal for the bulk of its requirements at the massive new Redcar blast furnace, commissioned recently.

The Redcar plant, at Teesside, is Europe's biggest blast furnace, with a capacity of 10,000 tonnes a day. This 2400m project, together with the associated Horden basic oxygen steel-making plant with an annual output of almost 5m tonnes a year, makes Teesside BSC's most important single site. How-

ever, it represents only a part of the steel expansion at one time proposed in the area.

The inevitable consequence, too, has been the closure of older works in Middlesbrough, Hartlepool and most recently the plate works at Consett, with a loss altogether of several thousand jobs. The completion

in the UK. Recently, it has been announced that the area is on the short list and, given its very high rate of unemployment and the jobs such a project would bring, it would almost be surprising if the North East were not successful.

Equally important, however, is the use which the region's industries make of the new technology, and to promote the application of micro-processors a special unit, the Micro-processor Applications Research Institute, has been set up by Tyne and Wear in conjunction with Newcastle University.

The institute began work earlier this year and is now undertaking research on behalf of five organisations. A conference on micro-processors which the institute is holding this week in Gateshead is expected to be attended by senior directors of more than 70 companies.

It is in involvement in new industries of this sort as well as to the rationalisation of its older industries and growth of small and medium-sized businesses that the North East is now looking. The aim ultimately is to arrive at a much more balanced economy and as Dr. John Bridge, head of Industrial Development at NEDC, points out, considerable progress has been made.

The pharmaceuticals and toiletries industry is just one area, he says, where the North-East has built up a strong representation in a short period.

Rhys David

## Ability

While world capacity remains the major problem in shipbuilding, the North East has managed in the past month to secure several new orders. However, the region's yards are in need of further orders if employment is to be secured even for the reduced labour force.

In heavy engineering, this year has seen the closure of Vickers' Scotswood plant with the loss of 750 jobs and there has been rationalisation elsewhere as well. The North East traditionally has been a major supplier of electricity generating equipment and its ability to compete in this market and in the likely expansion of the nuclear power industry has been strengthened by the merger of Clarke Chapman, Reynolds and Parsons to form Northern Engineering Industries.

The future size of the heavy engineering industry in the North East will almost certainly depend, however, on its ability to win orders in export markets against very strong competition.

The development which could outweigh all other considerations in the long-term is micro-processor technology which will inevitably force on companies, big and small, changes both in processes and products. Here there are signs that the North East has been at least as alert as any other part of the UK in seeking to understand the implications and to anticipate the moves that will be needed.

Along with most other parts of Britain the North East has lobbied strongly for selection as the base for one of the four Immos plants which are to be set up to manufacture very large scale integrated circuits



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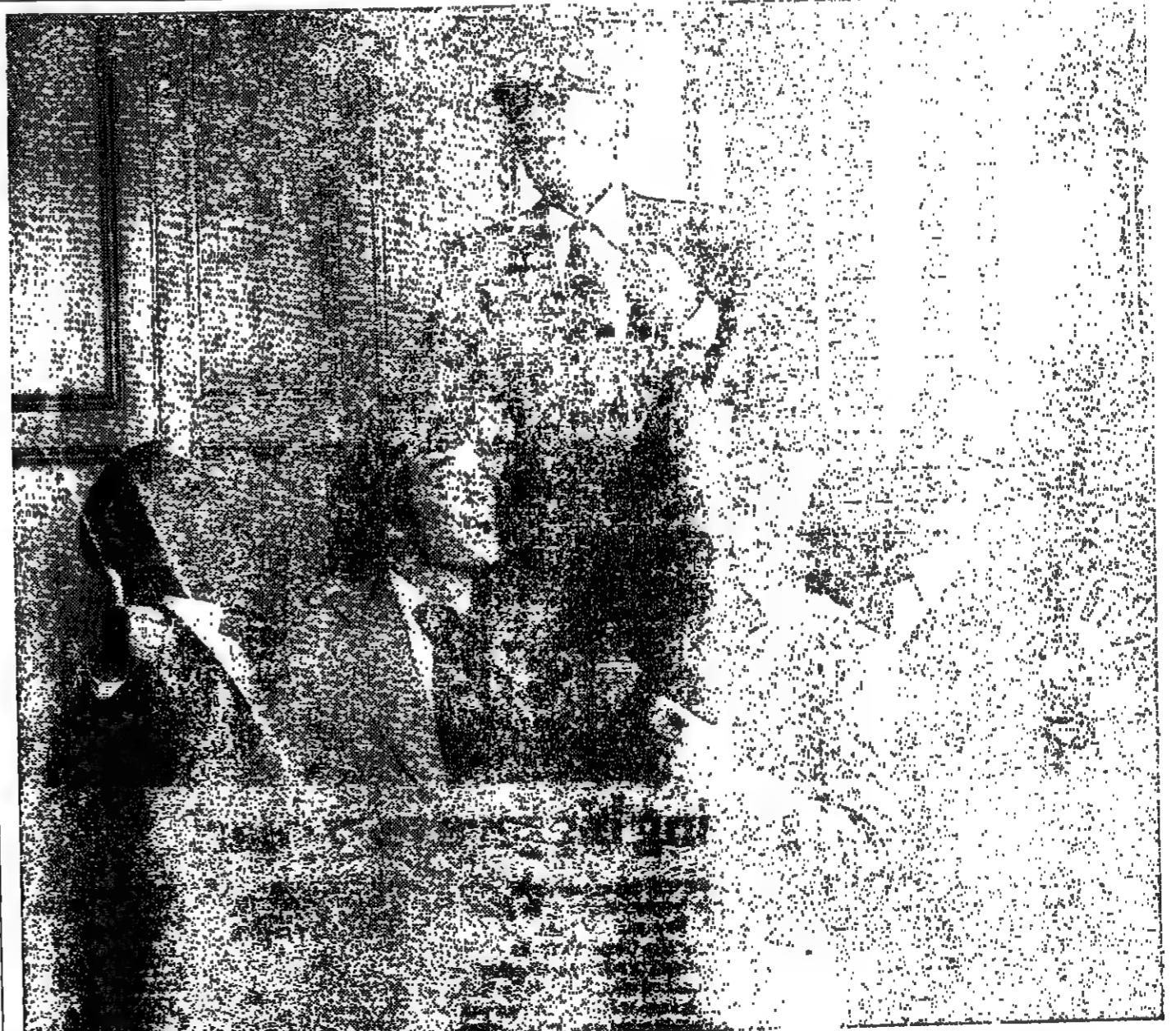
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## Prices spiral affects chemicals sector

THE NORTH EAST is one of the major centres of UK chemicals production — estimates suggest that the area accounts for at least a third of the chemical industry's total investment in Britain.

Most of the chemicals majors have sites in the North East at Tyneside, Teesside or Humberside. ICI has a huge complex at Wilton, BP Chemicals has plants at Hull, there is Monsanto at Seal Sands, British Steel Chemicals at Port Clarence, Fisons at Immingham, Rohm and Haas at Jarrow and Seal Sands and Laporte at Shildon.

These and many other chemical companies contribute substantially to the region's prosperity. For chemical producers, make up one of the most successful sectors of British industry and are likely to continue doing so — despite their sometimes noisy anxiety about cheap U.S. imports and steeply rising raw material costs.

Last year, total chemical exports rose 10 per cent to £4.2bn which meant the industry accounted for 36 per cent

of the UK trade surplus in manufactured goods.

In 1978 the British chemical industry's capital spending was running at just over £1bn and in the three years to 1981 it is expected to invest a further £750m in fixed and new working capital. A substantial share of this is certain to go to the North East.

And although chemical companies are capital rather than labour-intensive they still do much to boost employment in the area through the opportunities they offer to the construction industry. Yet whether they will continue to do so in the North East is coming increasingly into question.

Two opposing factors are

likely to dominate the further development of the North East by the chemical industry during the next few years. The first — highly favourable to the region's future — is the proximity of North Sea oil and gas which are both capable of providing vital raw materials for chemicals production.

There is even a possibility that some of the gas from the southern North Sea could be piped directly to Humberside or Teesside for use as a chemical feedstock.

But gas supplies from the North Sea to the chemical complexes of the North East offer both security from the delivery point of view and, in some cases, the opportunity to introduce cheaper, more efficient methods of production.

Cost

There is even a possibility

that some of the gas from the southern North Sea could be piped directly to Humberside or Teesside for use as a chemical feedstock.

Further investment in the North East is likely to be needed over the next few years if the chemical industry itself is to maintain previous employment levels. The energy crisis and other external market influences are forcing some of the big chemical groups to streamline their businesses and this has an inevitable impact on employment.

But the drawback to these rosy prospects of attracting even greater chemicals investment to the North East is the appalling record of the construction industry — particularly on the building of chemical plants and particularly in the North East. The list of chemical plants that have suffered from delays and from soaring costs during construction is a long one, headed by ICI's Olefins 8 — the group's new ethylene plant at Wilton on Teesside.

The Wilton plant was started

at about the same time as a similar ICI ethylene project at

Corpus Christi in Texas and the group put in a single management team to oversee both building programmes. The Corpus Christi plant was

finished on time and on budget:

that at Wilton is running two years late on completion — it has

still not come of stream — and the cost of building it has

doubled, from £100m to £200m.

Sue Cameron

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## THE NORTH EAST III

## Foreign groups invest

JOLLY atmosphere of last factory openings was missing this day Aladdin Industries opened their North-East factory.

Instead of uttering the usual platitudes, the company chairman laid into British Industry with a vengeance. The opening was two months late because no fewer than 17 suppliers failed to deliver on time — hardly an auspicious introduction to the North East, and the men from Aladdin's Nashville headquarters were not slow to let their views be known.

But today it is a very different story. Aladdin have just moved their main UK offices up to Hartlepool and are planning an expansion that should increase their 350 labour force by nearly 60 per cent over the next three years.

Aladdin are one of the successes featured in a promotional film about the North East and the company's executive director Alan Sanders has no

hesitation in recommending the region to other American firms.

Apart from the initial problems and the occasional delay in securing specialist tools, Aladdin finds the North East an ideal location.

"There is still a widespread ignorance about the North East, and not only abroad. We have this unfortunate slag heap image, although it is a region that has a lot going for it."

Another of the enduring myths is that because the North East workforce is relatively highly unionised, labour relations are bad.

"I find, and many other managers I speak to say the same, that industrial relations are excellent. Industrial relations is not a matter of geography it is a matter of the relationship a management has with its workforce," said Mr. Sanders.

Mr. Sanders' enthusiasm for the North East comes as no

surprise to Mr. Malcolm Campbell, the North of England Development Council's publicity chief.

"We find that companies which come to the North East are usually very pleasantly surprised by both the industrial climate and the environment. It is not at all unusual to find that a company will make an initial investment which is so successful that, over the years, the factory doubles or trebles in size," said Mr. Campbell.

## Typical

Few firms have such a troubled start but otherwise Aladdin, who make 5m vacuum flasks a year at their Hartlepool factory, is a fairly typical example of the overseas companies which have opened factories in the North East.

A recent survey by the NEDC found 129 factories owned by

parent companies from 15 countries.

Almost two thirds of the factories were owned by North American firms, a third had Australian, one Japanese and one from Hong Kong.

Overseas investment in the North East stretches back to at least the inter-war years when Cincinnati's Proctor and Gamble bought the old established Newcastle soap manufacturers Thomas Hedley. Most overseas subsidiaries have, however, moved to the region in the last decade.

Nevertheless, the North East still has fewer foreign-owned companies than most other areas of the country and the region is still far too dependent on its declining heavy industries. As might be expected in a region that for many years has had the longest dole queue in Britain, the need to find more jobs is a powerful incentive to the NEDC and industrial

promotion departments of the local authorities.

Although firm figures are not available, foreign investment in the North East must have produced something in the order of 100,000 jobs and brought a number of other benefits. The newcomers have in many cases brought new technology, new management attitudes, more aggressive marketing and forced indigenous industry to back up their ideas.

The diversity of the new industries (which include electronic components, toiletries, watches, pharmaceuticals, and even Coca Cola) makes generalisation difficult, but it is noticeable that they tend to be more successful than local companies.

The firms who have come to the North East include such well known names as Alcan, Phillips Electrical, Electrolux, Hill, Adderleyograph-Multigraph, Black and Decker, Burroughs Machines, Caterpillar Tractor Co., Formula, Levi Strauss, 3M, Monsanto and RCA.

The NEDC and the local authorities have few doubts about the benefits of foreign investment in the regional economy, but there is a degree of suspicion among the trade unions and to an extent the general public, who often suspect that some foreign companies might only come to the region because of the regional grants system.

There have been a few well-publicised closures, but the understandable fear that one of the more remote branches of a firm will be the first to be axed when times become hard has not been borne out in the North East.

Jobs in multinational subsidiaries have been, if anything, more secure, perhaps because the multinationals' more dynamic character enables them to adapt more easily.

Roger James

## The battle to maintain jobs

THE BUSTLING, prosperous atmosphere of Newcastle-upon-Tyne city centre does much to disguise the fact that it is the capital of a region which has the highest unemployment rate in Britain.

Beyond this exterior, however, it is the battle to retain existing jobs and attract new ones to the North East which dominates the thinking of trade union officials and their friends on the region's predominantly Labour-controlled local authorities.

The unemployment rate in the Northern region (which does not cover the North West) is currently 7.9 per cent compared with an average UK figure of 5.3 per cent. But although this is the highest regional rate for anywhere except Northern Ireland it still diverts attention from the real depth of the problem.

Unemployment rates in some parts of the North East are much worse than the regional average. Measured in terms of unemployment in relation to unfilled vacancies, for instance, there are something like 27 unemployed people to every vacant job in the South Tyneside district.

A study by Tyne and Wear County Council earlier this year showed that in Gateshead, Newcastle and Sunderland about 18 per cent of unemployed men had been out of work for more than a year. Through the county as a whole 27 per cent of unemployed men and 17 per cent of women had been seeking work for more than six months — although even these figures on long-term unemployment are a slight improvement on earlier ones.

It is no surprise that, against such an unemployment picture, the potential impact of the Government's restrictions on public spending are being

viewed by trade unionists in the engineering and related industries and companies in the region, like other major industrial centres, are now working to recover the losses caused by the recent national dispute in the engineering industry.

Another aspect of industrial relations in the North East which has attracted much interest in recent years is the question of who should operate Tyneside's new prestige Metro rapid-transit system, the first section of which is due to open next year.

At one stage disagreement between busmen and railwaymen threatened the whole project but it is hoped their differences have now been resolved.

Many of the industrial battles on Tyneside are over attempts to preserve jobs in an area of difficult employment prospects. Many jobs in the region have either directly through public sector employment or through government assistance to industry.

Trade union leaders and councillors have no confidence that the Government's efforts to stimulate private investment are likely to particularly benefit a region which, in the words of Mr. Jim Gardner, chief executive of Tyne and Wear County Council, has traditionally had to depend on public investment simply to maintain its existing position.

Local authorities in development areas, says Mr. Gardner, have had to live with cuts before under both Conservative and Labour governments. "But this time we have never been able to see an eventual end to the cuts, and the first time all the factors have combined to inhibit us from redressing locally what government is doing nationally."

Alan Pike

A £22m order for one of two new 109,000-tonne oil tankers for BP was won for the Swan Hunter yard at Hebburn, Tyne, last month. In the same week Sunderland Shipbuilders on Wearside gained orders for two 66,500 tonne bulk carriers for Buries Marles and a 31,000-tonne bulk carrier for Hong Kong.

A month earlier Sunderland Shipbuilders had won orders for another two bulk carriers and these combined developments will safeguard many shipbuilding jobs in the region for the next two years.

A high proportion of redundancies this year have been in

## Metro system takes shape

BY THE MIDDLE of next year, barring unforeseen circumstances, Tyneside will join Merseyside and Glasgow on the select list of British centres outside London which can boast a metro rapid-transit rail system.

At a cost of about £280m at current prices, the area will be acquiring as the system is progressively opened a track network 34 miles long, including 26 miles taken over from British Rail, and 41 stations running along both banks of the Tyne as far as South Shields and Tynemouth and extending north to Gosforth.

The system will cross the Tyne on a new bridge and serve six underground stations — five in Newcastle and one in Gateshead — on the four-mile long tunneled sections. There will be seven Metro-bus interchanges where passengers from other parts of the area can join the system. Another reconstructed station at Heworth which will serve as the principal interchange with the British Rail network is due to open today.

The scheme, on which work started in 1973, represents the biggest transport project currently under way in the UK and the lessons it offers are going to be observed with considerable interest by other similar cities in the UK and elsewhere, which aspire to underground rail links.

The Tyneside Metro was conceived in response to a land use and transport study of the area in the 1960s which pointed to

the poor integration of existing public transport, increased road congestion and the existing system's failure to keep pace with modern requirements.

According to Mr. David Howard, Engineering Director (Metro) of the Tyne and Wear Passenger Transport Executive, the new system is specifically designed to counter these problems. "Public transport in the area has been mainly directed towards the centre but with the Metro people will now be able to move easily across the central area."

## Accessible

People are expected as a result to be willing to travel more widely throughout the area instead of using public transport mainly for local journeys. For example, jobs in the office complex which have developed to the north of Newcastle are expected to become much more accessible to people living south of the river.

The frequency of the services — every three minutes in the central area — and the planned integration of the system with the bus services will make it possible to eliminate some cross-bridge bus routes, and this in itself is expected to improve the circulation of other traffic.

Mr. Howard points out that the system will also make better use of manpower, with a two-car Metro train on one-man operation able to carry 600

passengers compared with fewer than 100 in a bus. Electric traction also offers energy savings over diesel-operated buses.

Local politicians also see a spin-off in terms of industrial and commercial development.

"New developments are already being sited close to the stations on the system," Mr. Michael Campbell, leader of Tyne and Wear County Council, points out.

The question which is also being asked, however, is whether the hoped-for benefits from the system represent good value for the very large capital cost that has been incurred.

The project has dominated transport spending in the region and other developments, including new road schemes, the roads lobby is quick to point out, have been relegated to the duration of Metro construction.

The Metro, originally costed at £68m in 1972, was nearly stopped in the last round of public expenditure cuts required by the International Monetary Fund in 1976 and was subject to a nine month re-appraisal by the then Transport Minister and the imposition of a new expenditure ceiling.

Since then costs have continued to rise but, not surprisingly given current public expenditure cuts, a request by Tyne and Wear for a relaxation of the ceiling on Metro

capital expenditure eligible for grant purposes — £161m in 1979, prices — to take account of inflation cost over-run was turned down in September by Mr. Norman Fowler, the present Minister. At current prices the eventual overspend is likely to be about £40m.

The main increase — nearly £9m — is attributable to British Rail, which as well as incurring extra costs itself has also imposed costs on the Passenger Transport Executive as a result of difficulties it has had in supplying equipment and manpower for construction work.

The timetable for completing the line to South Shields has also recently had to be put back two years because British Rail has been unable to persuade its trade unions to sanction the use of contract labour.

The council has now decided to make up the shortfall by leasing Metro cars up to a value of £18,000, at a cost of about 1.5p on the rates over a period of 10 years.

While schemes of this sort might help, however, the success or otherwise of the system will depend ultimately on the number of fare paying passengers it can attract. The PTE's estimate is that new traffic initially will be about 3 per cent, 5 per cent of the total, increasing as other sections are brought into commission up until 1983.

Rhys David

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## Further EEC court move to stop lamb ban expected soon

BY MARGARET VAN HATTEN IN LUXEMBOURG

THE EEC COMMISSION is expected to open further court proceedings against the French Government this week, possibly seeking an immediate temporary injunction to prevent further import curbs on British lamb, unless France makes a last-minute declaration that no more curbs will be imposed.

The Commission last Wednesday authorised Mr. Finn Olav Gundelach, the Farm Commissioner, to open new proceedings, amid mounting pressure from other EEC states, led by the UK.

The European Court of Justice ruled two months ago that the French trade restrictions are illegal. One of the founding precepts of the Community is the unwritten understanding that member states will respect the Court.

But neither the Court nor the Commission has any power to enforce court decisions directly.

Therefore the only means of bringing further pressure on the French appears to be the opening of fresh proceedings, in which an injunction could be granted immediately, even though the case might take several weeks to come to court.

It is possible, though unprecedented, that the French might again ignore a Court of Justice ruling.

Last week Mr. Gundelach delayed legal action, saying he was confident the French were about to move voluntarily, and that he did not want to force the issue. However, no statement has yet been forthcoming from Paris, and if none is issued within the next day or so, Mr. Gundelach may be forced, however reluctantly, to act.

The French have been resisting the court's ruling in the hope of speeding negotiations to include lamb in the Common agricultural Policy, with the

British taking a particularly hard line against French demands that the Community finance help for their sheep farmers.

The Commission and the other seven member states have softened considerably towards the French within recent weeks, and appear ready to consider some form of compromise, although they still insist that the legal point must be cleared up separately.

In Strasbourg this week the European Parliament is expected to begin an attack on farm spending when it holds its first full-scale debate on the Community's 1980 budget, a subject expected to launch the new directly-elected body into its first big clash with the Council of Ministers.

The Parliament's budget committee will present for decision by the full chamber its proposed amendments to the draft passed to it by the

Council. These amendments are a direct challenge to the Council in that they reverse most of the changes made by Ministers to the Commission's original Budget proposals earlier this year.

The committee is recommending a 5 per cent cut in farm spending, an unprecedented move for the Parliament, and an increase in spending on regional, social and energy policies.

Because of the relatively small amount of money involved in these changes the committee's proposals could not substantially alter the budget's heavy bias towards farm spending, but they are significant as a head-on attack on the power of the Council.

As such, they may gain support from the farmer-dominated Centre-Right parties which dominate Parliament, though unlikely to be approved without some watering down.

## Microchip support scheme cut

BY JOHN LLOYD, INDUSTRIAL STAFF

THE CASH allocation for the Microelectronic Industry Support Programme (MISP) has been cut by at least £15m, and possibly £25m.

The programme was set up by the last Government with a £70m budget to encourage the development and use of semiconductors.

The £10m in doubt represents a contingency fund, which may now be spent on an independent project, such as the developing field of optoelectronics.

It is thought that three schemes now awaiting support under MISP will receive aid. These come from General Electric, Ferranti and Plessey, each making a claim for about £10m over the next few years.

Other bigger projects are thought to have been withdrawn, mainly for reasons other than their inability to attract

Government support.

The U.S. company, National Semiconductor, is also likely to receive aid of about £15m for its £50m expansion programme in Greenwich, where it has a small semiconductor plant. Much of that aid, however, will come from money available under Section 7 of the Industry Act, with a small additional sum from MISP.

A second Government-supported operation, the Microelectronic Applications Programme (MAP), has retained its original 250m budget intact, after a review. About £10m of the budget has already been spent, and a further 25m has been committed.

MAP has two purposes — to increase awareness of microelectronic technology and its use in UK industry, and to support projects and innova-

tions with consultancy advice and small grants.

Officials believe it has had some success in both areas, and that it compares favourably with what other European Governments are doing.

Recent surveys suggest that in the past year, the number of UK companies which know about the latest developments in microelectronics and intend to adopt the technology has grown from 5 per cent in 1976 to 17 per cent. The proportion of companies which was merely aware of developments, but had no plans, has fallen from 45 per cent to 33 per cent.

Among the top 1,000 UK companies, the proportion with active plans to exploit microelectronics is 23 per cent (compared with 8 per cent last year). The proportion "merely aware" is 27 per cent (42 per cent last year).

Between 80 and 90 of the projects are likely to be put into commercial practice.

The 50 per cent of companies which neither knows about microelectronics, nor cares, has remained static.

The number of short-term courses on the impact of microelectronics has increased from 2,500 in 1976 to 5,000 this year. It is expected that there will be about 16,000 next year, and 22,000 in 1981. About 80 organisations in the UK are active in preparing courses.

The consultancy division of the MAP scheme in the Department of Industry, known as MAPCON, has processed more than 1,000 new ideas for microelectronic developments. It is established, and by making a further general provision for further debts which they know on the basis of experience to be irrecoverable.

The extent to which a provision is overstated amounts to a distortion of profit.

The IERG comments come in a paper titled "Banking Prudence: A Discussion Document," which was prepared at the request of the clearers' Banks and Government Steering Committee.

Dealing with the clearers' general provisions, it states: "A general provision for doubtful debts is probably much more in the nature of a reserve than a provision."

"The point at issue is really whether it is a provision for losses that are already there . . . or whether it is a provision for losses which can be expected to arise in the future. The two most recent public statements on clearing banks' bad debt accounting practice—in the banks' Wilson evidence and in the Price Commission report—support the latter view. . . . If abnormal, unexpected loan losses are incurred, the general provision will be available to absorb them, but its function in this respect is no different from capital; it should therefore be treated as capital."

## Weather

UK TODAY  
SHOWERS, heavy and blustery in places.  
London, E. England, Midlands  
Occasional showers, becoming mainly dry. Max. 13C (54F).  
S.E. S.W. Cent. S. England.  
Channel Isles  
Occasional showers, some bright intervals. Wind S.W. to W. fresh or strong. Max. 12C (54F).  
N.W. England, Wales, Isle of Man, Glasgow, N. Ireland  
Sunny intervals, blustery showers. Wind W., locally gale. Max. 11C (52F).  
N.E. England, Edinburgh, Dundee, Aberdeen

Sunny intervals, blustery showers, perhaps wintry. Wind W., strong or gale. Max. 9C (48F).  
Rest of Scotland, Orkney, Shetland  
Sunny periods, scattered showers. Wind W., fresh or strong. Max. 11C (52F).  
N.E. England, Edinburgh, Dundee, Aberdeen

Sunny intervals, blustery showers. Wind W., strong or gale. Max. 9C (48F).  
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